Innovating. Collaborating. Informing.

2020 Sustainability Report

amcor

Our Cover Stories

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Welcome Message from Amcor's CEO Ron Delia

Towards a system of responsible packaging

Consumers' increasing demand for more sustainable products is reshaping the packaging industry and creating a powerful incentive for companies to lead through innovation.

The year 2020 highlighted for many why there will always be a role for packaging: to keep food fresh longer, to enable broader distribution of medicines and to keep healthcare equipment sterile. At Amcor, we are proud of the role our products play.

We also know that sustainability is our greatest opportunity. Consumers deserve to know that the packaging they need and value does not have a negative environmental impact. The answer – to keeping a growing global population fed, healthy and safe – is responsible packaging.

We believe responsible packaging requires product innovation, waste management infrastructure and consumer participation. This approach guides our investment in best-in-class research and development (R&D) capabilities; our partnerships to encourage the expansion of contemporary waste management infrastructure; and our work with brands to help inspire consumers to recycle more.

We are fully embracing our leadership position in the packaging industry and made solid progress on all three elements of responsible packaging in 2020. Our highlights for the year include announcing our technological breakthrough to create the world's first recyclable retort packaging; continuing our collaboration with CEFLEX to set industry standards; and conducting our own research on consumer attitudes and behaviors towards sustainable packaging.

Sustainability is comprehensively embedded across Amcor's business – from how we run our factories more efficiently to the steps we have taken to ensure responsible procurement and ethical practices across our supply chain. And we remain on track to meet our commitment that all our packaging will be recyclable or reusable by 2025.

Of course, there is much more to do. We are confident that our R&D will deliver the necessary package innovation and that consumers' actions will continue to reflect their values. But we also need improved waste management infrastructure so that society and the environment can realize the benefits. We know that wherever a sensible infrastructure is in place, the system works. We need infrastructure owners to learn from those countries and regions that are already succeeding. Expanding that example would radically reduce the problem of waste leakage.

I appreciate your interest in our sustainability strategy and hope you will find this report both interesting and exciting. We are making great progress thanks to the tireless care and work of thousands of colleagues around the world. As the leader in sustainable packaging innovation, we move forward with urgency, confidence and optimism. We will continue making progress and reporting on it regularly.

Ron Delia
Chief Executive Officer
November 2020

Sustainability at Amcor

Sustainability is Amcor's most exciting growth opportunity. We are leveraging our unique scale, reach, and expertise to meet our customers' growing sustainability expectations and lead the way for the packaging industry.

We know that there will always be a role for packaging – to protect and preserve products, extend shelf life, protect consumers, and promote brands. We also know that the requirements of packaging are increasing, and end-of-use solutions for waste reduction are critical. While sustainability encompasses many aspects, the defining issue in our industry is how to minimize the presence of packaging waste in the environment and drive higher recycling rates for all packaging.

This is a challenge and an opportunity. The answer is responsible packaging, and Amcor is uniquely positioned and taking action to lead the way. Our leadership in this area rests on three pillars – innovating for product design, collaborating for better infrastructure, and informing for greater consumer participation.

Innovating

Amcor is leading the way in defining and developing the innovative, more sustainable products our customers want and their consumers expect. Our capabilities are best-in-class, with more than $100M annual investment in research and development (R&D) and deeply experienced professionals working globally to create new packaging solutions. In the last four years, Amcor products have won many awards for innovation, including recognition for packaging that requires fewer resources or is designed to be recycled. This is the pillar of activity where we have the highest degree of control and we are proud of the progress we have made.

Amcor was the first packaging company to commit to all our packaging being recyclable or reusable by 2025 and, since making that commitment, we have gone further. By carefully selecting the raw materials we use, considering the life cycle impacts of our packaging, and designing for optimal end-of-use, we continue to demonstrate our leadership in responsible packaging.

Innovation in these areas keeps Amcor on course to meet our 2025 commitment and remain the partner of choice for customers who want to protect their brands with packaging that is more functional, more attractive, more intelligent, and better for the environment.

Collaborating

Like other products, the collection and recycling of used packaging requires appropriate waste management infrastructure. In many countries, forward-thinking policies and environmental considerations over the years have led to steady investment in such infrastructure. Other regions, however, do not yet offer consumers an easy and effective way to participate in preserving the environment.

As governments and other organizations work on this front, Amcor is proactively lending our expertise and global perspective. In FY20, we became members of WWF ReSource: Plastic initiative: a global consortium of companies and organizations collaborating to keep waste out of the environment. We also collaborated with industry organizations around the world to develop standardized definitions for packaging recyclability and testing resources for flexible packaging, and participated in on-the-ground collaborations to develop recycling infrastructure. These augment our existing and long-standing partnerships with the Ellen MacArthur Foundation, Ocean Conservancy, and Earthwatch Institute.

Informing

On their own, product design and infrastructure are necessary but not sufficient. Ultimately, we also need to ensure that consumers have the understanding and the resources to recycle. This year, Amcor has worked with companies and non-governmental organizations (NGOs) across the value chain to build our understanding of how to create a plastics system that works.

In July 2020, we published our own research on consumer preferences regarding more sustainable, responsible packaging, helping brands empower their customers to make smart, thoughtful purchasing decisions. Our regional partnerships enable us to continue to support efforts to understand and impact consumer behavior. Our involvement in thought leadership and advocacy helps us reach brands, consumers, and other stakeholders in markets around the world with balanced, accurate, fact-based information about responsible packaging.

Reducing Impacts and Reporting Progress

Alongside our clear sustainability strategy, as outlined above, Amcor is committed to managing, understanding, and reporting on our environmental and social footprint. This includes reporting on our overall environmental footprint, the safety of our Amcor colleagues, our responsible procurement activities, our approach to developing talent, and how we foster ethics and integrity at Amcor.

Today, sustainability informs every aspect of Amcor's activities and standards – from employment practices to sourcing and manufacturing. For instance, through our EnviroAction program, we are continuously reducing our carbon footprint, cutting down on waste, and minimizing water usage. By 2030, Amcor will reduce our greenhouse gas emissions intensity by 60% compared to our 2006 baseline.

Our global presence gives us a footprint in hundreds of communities around the world and we work hard to foster good relationships and be a force for good wherever Amcor has a presence.

Transparency on our impacts and our work to reduce them is a responsibility that Amcor takes seriously. It helps us hold ourselves to account and shows leadership in our industry. We will continue to report regularly on our environmental and social progress.

We are proud that, this year, Amcor was recognized for our sustainability leadership by FTSE4Good, Ethibel Excellence Investment Register, the Institutional Shareholder Services ESG program, Ecovadis and MSCI.

In Closing

Amcor continues to lead on sustainability. This year we released our first-ever sustainability report written to Sustainability Accounting Standards Board (SASB) standards, taking a lead in driving transparency within the packaging industry. This transparency gives our customers – and our wider stakeholders – confidence in Amcor's ongoing dedication to pioneering responsible packaging and to holding ourselves accountable to our wider sustainability responsibilities.

At Amcor, we see sustainability as our best opportunity for differentiation and growth. It guides everything we do and it animates our decisions. We will continue to leverage our unique strengths – our size, our scale, and our best-in-class capabilities – to make yet more progress in FY21 and beyond.

"Accelerating the move to more responsible packaging will take coordinated commitment and action across the industry. I'm confident we're on that path, and our people are proud to work for a company that's delivering on its values and is changing the world."

David Clark, Vice President – Sustainability, Amcor plc

2020 at a Glance

Innovating

Used **83,917** tonnes of post-consumer recycled resin

Completed 1,459 ASSET™ life cycle assessments

$7.7B in revenue from designed-to-be-recycled products

70% of wood fiber from certified sources

Collaborating

Joined WWF ReSource: Plastic

Contributed to launch of Ocean Conservancy *Plastics Policy Playbook*

Collected and categorized **24,000** pieces of trash from Bali beaches through Earthwatch

Informing

Big Ideas podcast and webinars downloaded over **30,000** times

4,000 Amcor people from 30 countries participated in the 2019 International Coastal Cleanup

Presented packaging insights to global leaders at World Economic Forum

Reducing Our Environmental Footprint

Reduced GHG emissions by **113,600** tonnes of CO_2e by sourcing more recycled resin

100% of Amcor sites have Water Management Plans

118 sites hold Zero Waste-to-Disposal certifications

10% reduction in waste-to-disposal from FY19 to FY20

Sustainability Management Approach

As sustainability grows in importance to all Amcor's stakeholders, our approach to managing it across our global company is more important than ever.

Our sustainability program convenes stakeholders from Amcor and throughout our value chain to identify and respond to the packaging industry's most pressing environmental and social challenges. We collaborate with colleagues, customers, competitors, suppliers, industry groups, investors, governments, and NGOs to develop forward-thinking strategies to address these challenges.

Responsibility for sustainability at Amcor extends from the top leadership focused on big-picture strategy to regional and site-level teams focused on local opportunities.

Our sustainability initiatives are centrally coordinated by Amcor's Vice President of Sustainability, who reports to the Chief Commercial Officer. A Sustainability Steering Committee supports this role in an advisory capacity. It consists of functional leaders from across the business, as well as Amcor's CEO, who also holds a position on the Board of Directors. Top leadership also shares sustainability updates with the Board of Directors on a quarterly basis.

Amcor's global sustainability team focuses on defining the strategic direction of our sustainability program and supporting Business Groups as they adapt and integrate global strategy into regional activities. It also oversees our global partnerships and manages sustainability data collection and reporting activities, including CDP and Dow Jones Sustainability Index disclosures, Global Commitment reporting, and the production of our annual sustainability report.

Business Group sustainability teams are led by experts in responsible packaging and serve as key drivers of sustainability within their regions.

These highly knowledgeable leaders collaborate with functional teams and site-level champions to identify and pursue technical, localized sustainability opportunities specific to their markets, portfolios, and customer needs. They also manage engagement with regional partners and are responsible for reporting monthly performance updates to Business Group leadership.

Together, our Global and Business Group sustainability leaders comprise Amcor's Sustainability Leadership Council (SLC), which coordinates sustainability activities across the company and promotes the sharing of information, ideas, and feedback. This group formally meets once a month to drive internal initiatives, inform customer interactions, monitor and take action to achieve our EnviroAction goals, and assess emerging legislation related to packaging sustainability. It also provides Quarterly Business Reviews assessing progress toward goals to Amcor's Global Management Team.

As sustainability becomes ever more integrated into Amcor's core strategy, responsibility for sustainability performance is also becoming more formalized for leaders in functions such as R&D, sales and marketing, procurement, and operations. For example, in FY20 Amcor's R&D function established a team specifically focused on integrating sustainability into our global product portfolio and developing roadmaps to ensure we reach our goal of making all Amcor packaging recyclable or reusable by 2025.

Amcor has several types of incentives in place to encourage and reward innovation and outperformance around environmental responsibility and more sustainable business outcomes.

Our Strategy: Innovating

Amcor has unlimited potential to deploy innovation and scale to develop responsible packaging that takes into account full life cycle environmental impacts.

Our Strategy: Innovating

We all want packaging that protects the products we need and value, but that does not have a detrimental impact on the environment.

Amcor's sustainability strategy is premised on achieving this through our three pillars – innovating, collaborating, and informing. It is through innovation that we can drive progress from within. We are focused on innovations that solve the biggest problem our industry faces – how to ensure that when our packaging comes to the end of a particular use, it does not mean it is at the end of its life. By designing our packaging to be recyclable or reusable, Amcor is leading the way in defining and developing the innovative, more sustainable products that our customers want and their consumers expect.

Not only was Amcor the first packaging company to commit to all our packaging being recyclable or reusable by 2025, but we have gone even further. Our capabilities are best-in-class, with more than $100M annual investment in R&D and a team of deeply experienced professionals working globally to create new packaging solutions.

Amcor is the partner of choice for customers who want to protect their brands through packaging that is more functional, more attractive, more intelligent, and better for the environment. In the last four years, Amcor products have won many awards for innovation, including recognition for packaging that requires fewer resources and is designed to be recycled. In FY20, we increased our purchase of post-consumer recycled (PCR) resin by 37% from the previous year - up to over 83,917 tonnes.

Innovation in these areas keeps Amcor on course to reduce the virgin plastic used in our supply chain by 200,000 tonnes and to meet our commitment that all Amcor packaging will be recyclable or reusable by 2025.

Our brand new e-commerce testing laboratories help customers choose custom-made products for that channel, greatly reducing wastage and subsequent environmental impact.

Innovations that make packaging more sustainable are Amcor's biggest opportunity – both commercially and in terms of our contribution to reducing waste and waste leakage. We are proud of the progress that we have made through our innovation efforts.

> *"Our R&D and technology are helping Amcor pivot to a new horizon of value creation with differentiated, more sustainable product offerings."*
>
> **William Jackson, Chief Technology Officer, Amcor Global Flexible Packaging**

Responsibly Selecting Raw Materials

Amcor selects the raw materials that go into our packaging based on their ability to protect the product and their capacity to minimize the package's environmental footprint.

In FY20, Amcor used a total of 3,142,994 tonnes of raw materials. These were composed primarily of polymers (73%), fibers (14%), metals (6%), and liquids (7%).

Each of these materials has its own environmental and social impacts that must be considered when designing more responsible packaging.

Our raw material footprint means we have a significant opportunity to drive sustainability up the supply chain with packaging innovations that incorporate more post-consumer recycled, biobased, and responsibly sourced materials. We work closely with customers and suppliers to select the optimal materials with the lowest environmental and social impacts for each package we design and produce.

Across our global portfolio in FY20, our production by revenue was 12% metals, 11% paper/wood fiber, and 77% plastic.

Post-Consumer Recycled Materials

Post-consumer recycled (PCR) materials are those that have served their purpose (have been used by the consumer) and have subsequently been recycled to produce a new raw material.

As brands share their intents to increase use of recycled plastics, reduce greenhouse gas emissions, and address the plastic waste issue in response to growing concern about the environment, PCR materials have become a valuable component in achieving these goals. Brands are using more recycled content with their current packaging and innovating new products within entire segments, such as beverage, food, home, and personal care.

Using PCR replaces the use of virgin materials and lowers the greenhouse gas emissions per unit of packaging. It also gives value to plastic waste and helps promote its reuse into other packaging products.

As part of our 2025 pledge, Amcor is committed to achieving 10% use of PCR resins across our portfolio by 2025. In FY20, we used 83,917 tonnes of recycled materials, representing 4.3% by weight of our total resin purchased and 2.7% of total materials purchased.

As a whole, PCR materials are currently best suited to rigid packaging applications that use polyethylene terephthalate (PET) or high-density polyethylene (HDPE). This is because rigid packaging is universally accepted for recycling within existing waste management infrastructure around the world and is currently more easily recycled than flexible packaging within that infrastructure.

Even so, collecting enough high-quality, local recyclables to manufacture packaging-grade PCR materials can be challenging. This is one of the reasons we focus so closely on collaborations in the development of recycling infrastructure.

We must not only develop a high-quality supply of PCR resins, but also ensure they are contaminant-free and safe for use in packaging – especially for food- and beverage-contact applications. It is also important to acknowledge that PCR materials are not always equivalents to virgin materials. Variation in the characteristics of PCR resins can impact performance and create inconsistencies in color, especially when used at high levels. R&D teams within Amcor's Rigid Packaging business have developed the capability to address some of these challenges and currently produce food-grade containers with 100% PCR content. They remain hard at work to address the challenges remaining for a broader range of applications, especially in high-performance containers such as those in tea, juice, and dairy segments.

The R&D teams within our Flexibles Business have also made great strides in understanding how to best use more PCR materials within a wider range of flexible packaging, and remain hard at work identifying additional opportunities to increase PCR use. We closely monitor innovations in recycling that could support increased availability of PCR materials appropriate for use in flexible packaging, such as advanced recycling technology that chemically breaks down recycled products into like-new raw material inputs..

PRODUCT SHOWCASE

Ritual Vitamins 100% rPET Bottle

Amcor has partnered with Ritual, a health-meets-technology company that reimagined the multivitamin, to launch a new, clear PET bottle made of 100% PCR resin. Maintaining color and clarity can be challenging when using a high percentage of PCR material, but Amcor's engineers overcame this challenge to create a color-stable bottle for Ritual that is close to virgin PET clarity.

Using PCR materials supports the development of recycling infrastructure and reduces demand on virgin resins. It also has other environmental benefits. For example, 25%* fewer emissions are produced in the manufacturing process of the multivitamin bottles by using 100% recycled content.

*According to results of Amcor's ASSET™ Life Cycle Assessment tool.

PRODUCT SHOWCASE

Method PCR Pouch

Amcor and Method, a pioneer of premium planet-friendly and design-driven home, fabric, and personal care products, have co-developed a revolutionary PCR pouch for single-dose dishwasher detergent. It contains 20% PCR content from FDA-compliant sources and also carries the How2Recycle in-store drop-off recyclable claim, combining two key sustainability attributes without sacrificing product protection or shelf appeal.

This pouch exemplifies how the adoption of circular economy thinking in the early stages of the innovation process can help drive environmental outcomes. It sets a new standard with respect to design for recycling. And by incorporating PCR content into a recyclable structure, it creates an end-to-end solution that helps close the loop on packaging.

Bio-Based Materials

Bio-based materials offer a great alternative for brands seeking to improve the environmental profile of their packaging.

Unlike traditional resins that are produced from depletable fossil fuels, bio-based resins are derived from renewable resources such as sugar cane, corn, potatoes, rice, soy, wheat, and trees. Additionally, using bio-based resins often contributes to a lower carbon footprint compared to traditional resins.

In FY20, Amcor used 436,268 tonnes of bio-based raw materials – approximately 14% of our total materials. While the majority of these were fiber, used primarily in our Specialty Cartons business, we also increased product launches involving bio-based resins. Packages made from bio-based resins have proven to be viable alternatives to traditional resins.

Because some bio-based resins are considered "drop-in" alternatives to conventional resins, using them has no impact on recyclability. Packages that are designed to be recyclable with a fossil fuel-based resin will still be recyclable with a bio-based version of a conventional resin – because the only difference between the two is the way they're produced, both behave the same way in product performance and in the recycling process.

To ensure that source materials are responsibly grown, Amcor collaborates closely with resin manufacturers and insists on certifications such as Bonsucro and the International Sustainability and Carbon Certification (ISCC). Both guarantee the implementation of environmentally, socially, and economically sustainable production and use of biomass across global supply chains. We also work with suppliers of our Specialty Cartons business to source responsibly produced paperboard with certifications such as Forest Stewardship Council (FSC) or Programme for the Endorsement of Forest Certification (PEFC).

A Note on "Bioplastics"

The term "bioplastics" is often used in the media to describe a range of solutions, including bio-based, biodegradable, and compostable.

It is important to note the distinction between "bio-based" and "biodegradable," as these two terms are often confused.

Bio-based materials are (wholly or partly) derived from renewable resources, which are independent of the material's end-of-use.

Biodegradability, on the other hand, designates a property that is needed, among others, to make a package compostable.

Therefore, bio-based does not equate to biodegradable or compostable. Some bio-based plastics are compostable or biodegradable, while others are not.

PRODUCT SHOWCASE

Espoma Organic BioPE Packaging

Espoma Organic, a lawn and garden brand, continues to showcase their commitment to the environment by replacing fossil fuel-derived polymers in their packaging with more sustainable alternatives. Amcor partnered with the brand to innovate more sustainable packaging and launch a new bio-based polymer package in June 2020.

The polyethylene (PE) film contains 25% bio-based material derived from annually renewable sugar cane and is designed to be recycled. It delivers similar technical properties and product protection as traditional plastics while lowering the package's total carbon footprint by nearly 26%* compared to the previous design.

*According to results of Amcor's ASSET™ Life Cycle Assessment tool.

PRODUCT SHOWCASE

Meira Coffee Packaging with BioPE

Meira, a leading Finnish coffee manufacturer, is demonstrating efforts to reduce the impact of sourcing, roasting, and packaging coffee. The company's new coffee range, Vallilan Paahtimo, was created to offer consumers a more sustainable alternative from bean to cup, with no compromise on quality. Amcor's AmLite solution for coffee, made with bio-based PE, helped Meira achieve this goal.

Switching to Amcor's bio-based, metal-free packaging enabled Meira to reduce the carbon footprint of their packaging by 45%*, without having to invest in any new machinery. The bio-based PE is certified by Bonsucro for fair and sustainable sugar cane production. And by working closely with the Amcor team, Meira was able to further reduce the package's environmental impact by optimizing the package size and minimizing waste material.

*According to results of Amcor's ASSET™ Life Cycle Assessment tool.

Responsibly Sourced Materials

Responsibly sourced materials – those sourced from socially and environmentally responsible suppliers, as confirmed by third-party certification schemes – can support a more sustainable packaging strategy.

As many brands switch to alternative packaging to meet rising consumer expectations for more sustainable products, it's important to ensure that these alternatives are indeed better from a sustainability perspective. Amcor works with our suppliers and trusted third parties to ensure that labor practices, forest management, environmental controls, mining activities, and agricultural management are held to the highest environmental, social, and ethical standards.

For brands, the use of certified responsibly sourced materials can be communicated directly on packaging, using labeling that is clear and credible. This bolsters brand reputation and prevents consumers from being misled or confused by vague language.

Some of the common certifications Amcor seeks out for our materials include Forest Stewardship Council (FSC) for wood-based materials, Bonsucro and International Sustainability & Carbon Certificate (ISCC) for bio-based materials, and Aluminum Stewardship Initiative (ASI) for aluminum materials. In FY20, approximately 70% of wood fiber-based raw materials and 2% of aluminum-based raw materials we purchased were third-party certified by a responsible sourcing standard.

Several Amcor sites hold FSC Chain-of-Custody certification, and several participate as members certified to the ASI Performance Standard and ASI Chain of Custody Standard.

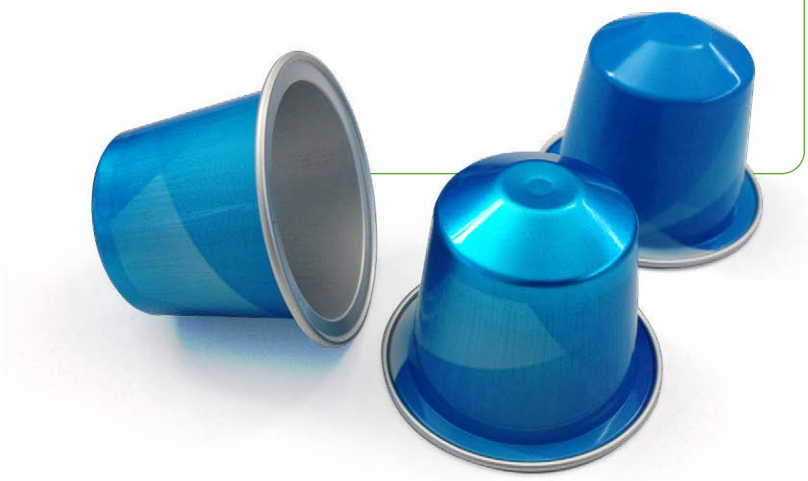
PRODUCT SHOWCASE

Nespresso Coffee Capsules with ASI-Certified Aluminum

In May 2020, the European Aluminium Foil Association awarded Nespresso® and Amcor the Alufoil Trophy in the Resource Efficiency category for a coffee capsule using Aluminium Stewardship Initiative (ASI)-certified aluminum.

Amcor is an ASI member, with five production sites holding ASI Standards certification. The ASI-certified aluminum used in the capsules is produced and sourced from its mined or recycled source and through each step in the value chain in accordance with ASI Standards.

With production at Amcor's ASI-certified sites, Nespresso® can be confident that the aluminum used to produce its capsules is responsibly sourced and meets consumers' increasing sustainability expectations. We are proud to share this award with our valued partner Nespresso® as we work together toward a responsible, ethical, transparent, and more sustainable aluminum supply chain.



Designing for a Smaller Environmental Footprint

Amcor considers the full packaging life cycle during our product development process.

Our assessments show that protecting the product inside our packaging is the most important way to reduce its overall footprint. This is because the resources required to manufacture a product are often far higher than those required to produce its packaging. For example, if a food product's packaging fails, the resources invested in growing, processing, and transporting the contents inside are wasted.

Our primary focus is to prevent this waste.

Beyond this core goal, we also focus on designing our packaging to have the smallest possible environmental footprint.

Amcor's R&D and product design experts have mastered a range of strategies to reduce the environmental footprint of our packaging while improving product protection. These include using more post-consumer recycled (PCR) content, sourcing raw materials with lower carbon footprints, using fewer raw materials through product lightweighting and downgauging, and designing packaging that can be disposed of through lower-footprint waste streams such as recycling or reuse.

But with different products requiring different packaging solutions, brands don't always know the best approach to choose. In fact, where some materials have clear benefits, they may not be the right choice when taking into account the full life cycle of a product. This is why a life cycle approach to product design is essential for minimizing the impact of packaging.

To help guide our product development processes, Amcor uses a proprietary life cycle assessment (LCA) software called ASSET™ (the Advanced Sustainability Stewardship Evaluation Tool). ASSET™ generates life cycle data and insights for different packaging options.

It cuts through the noise and gives brands data-based comparisons of the environmental impact of different packaging solutions and supports them in making informed, fact-based decisions aligned with their product responsibility goals.

ASSET™ works by considering each step of the packaging life cycle. It starts with the source of raw materials and how they are harvested or produced, the energy used to transform them into the final packaging material, water consumption, emissions into the environment, transport, and the packaging's end-of-use. It identifies any opportunities for improving environmental performance through the process and makes recommendations. In this way, brands are able to achieve their sustainability goals by making changes such as smarter use of materials or simplified production processes that result in reduced waste, fewer greenhouse gas emissions, and/or improved disposal activities.

ASSET™ is externally certified by the Carbon Trust every two years, meaning it is grounded in internationally recognized standards and best practices in environmental life cycle assessment. Once a brand has launched a new package with a carbon footprint reduction, Amcor can also facilitate getting a Carbon Trust-certified claim printed on-pack to demonstrate the sustainability benefits to end consumers.

In FY20, we conducted 1,459 assessments using ASSET™, bringing the total number of assessments in the database to 9,614. We continue to see the number of annual assessments rise as our customers express increasing interest in incorporating more sustainable packaging into their products.

PRODUCT SHOWCASE

SkinNova™ Seafood Packaging

Amcor recently helped a leading Italian retailer in its search for packaging for fresh salmon that is visually appealing while minimizing its carbon footprint and extending the product's shelf life. Food safety, sustainability, visual appeal, and flavor all had to be addressed in the solution.

That's where the SkinNova™ packaging concept – a SkinTite® skin film with a flat cardboard base laminated to our high-barrier liner – came in. Compared to conventional packaging, SkinNova™ minimizes the use of plastics by over 70%* and reduces carbon footprint by 45% according to ASSET™ assessments. The hermetically sealed pack reduces food waste and extends shelf life by minimizing in-store leaks. And after use, the liner can be separated from the cardboard base, so the base can be recycled clean and dry in the paper recycling stream.

*According to results of Amcor's ASSET™ Life Cycle Assessment tool.

PRODUCT SHOWCASE

New Age Bebidas PET Beer Containers

In FY20, Amcor adapted our leading-edge design technology to develop the first PET bottles for pasteurized beer in Brazil. The 600 ml containers were custom-designed for beverage maker New Age Bebidas. Though glass remains the most common material for beer bottles, this collaboration demonstrates the unique environmental advantages PET bottles offer over glass.

New Age Bebidas' custom PET beer containers provide the required barrier protection while also being lighter, more easily and safely portable, and unbreakable. The lighter weight significantly reduces transportation costs as well as energy and carbon dioxide emissions along the supply chain, while the improved durability ensures optimal protection during transport to protect the resources used to produce the beverage. At the other end of the life cycle, the bottle is also fully compatible with existing recycling streams.

Planning for Future Life

Amcor is committed to ensuring that the value of our packaging lives on after its initial use.

We consider the future life of our packaging at the very beginning of our design process so it can be collected and reused in a way that reduces its environmental impact and maintains the value of its materials.

In alignment with our pledge to develop all our packaging to be recyclable or reusable by 2025, much of our innovation work is focused on achieving optimal end-of-use for our products. This work primarily focuses on design for recyclability, though we also see increasing interest in reuse models.

Amcor additionally offers compostable packaging that biodegrades in a commercially managed or home composting system according to relevant industry standards. Because most compostable packaging will not biodegrade in the natural environment and requires an industrial composting infrastructure that is not widely available, we carefully assess opportunities on a case-by-case basis to ensure our customers identify the packaging solutions that are truly the best performers from an environmental perspective.

Design for Recyclability

We define recyclable packaging as that which meets accepted design standards for recyclability.

In designing for recyclability, the choice of material, additives, and format all determine if a package makes it successfully through the recycling system instead of being sent to a landfill or incinerator. Amcor experts advise our customers when they are faced with recyclability challenges and collaborate to identify feasible, high-performance solutions where they exist and to innovate new solutions where they are not yet available.

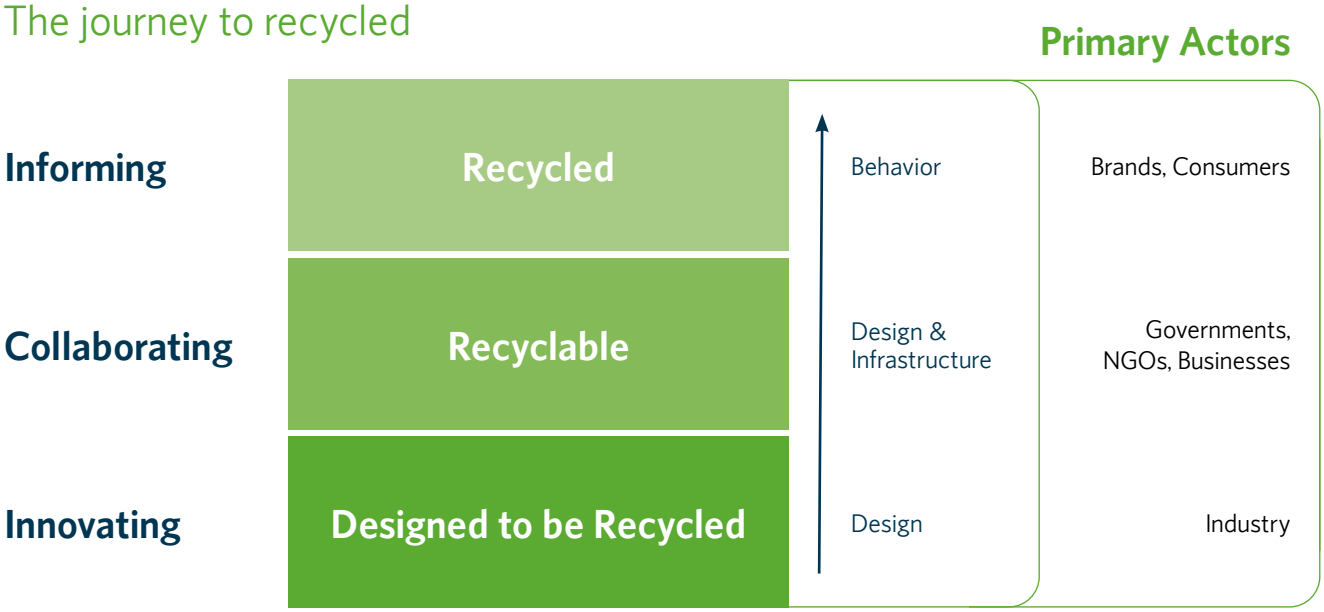
When assessing our own product portfolio, we calculate recyclability according to two design criteria.

The first metric we calculate is how much of our portfolio meets definitions of technical recyclability based on guidance from industry groups such as the New Plastics Economy Initiative, CEFLEX, the Association of Plastic Recyclers, and others. We refer to this packaging as "designed to be recycled," because it is designed in a way that enables it to be recycled using current technologies. It is technically feasible to recycle, though infrastructure for collecting, sorting, and recycling may not yet be widely available. In FY20, approximately USD$7.7B of Amcor's revenue across our Flexibles, Rigids, and Specialty Cartons businesses was from packaging designed to be recycled.

The other metric we calculate is how much of our packaging meets definitions of recyclability "in practice and at scale" as defined in the New Plastics Economy Global Commitment. This definition specifies that a packaging format must achieve a "30% post-consumer recycling rate in multiple regions collectively representing at least 400 million inhabitants." It also raises the bar on what Amcor can define as recyclable, because in addition to being technically recyclable we must also be able to demonstrate it is currently being collected, sorted, and recycled in practice and at scale within existing infrastructure.

Amcor calculates that over 95% of our Rigid Packaging portfolio by weight was considered recyclable in practice and at scale in FY20, representing approximately USD$2.4B in revenue. Due to a lack of widespread recycling options for flexible plastic packaging, much of our flexible packaging portfolio is not currently considered recyclable in accordance with this definition. One of our main priorities moving forward is to collaborate on increasing access to recycling infrastructure for flexible packaging. This will be essential to achieving our goal to develop all our packaging to be recyclable in practice and at scale by 2025.

The journey to recycled



PRODUCT SHOWCASE

AmPrima™ Recycle Ready Solutions

AmPrima™ is a portfolio of more sustainable flexible packaging solutions designed to be recycled in North America, if clean and dry, through existing store drop-offs or curbside programs.

The innovation behind AmPrima™ PE Plus is an exciting solution to a problem that has long challenged the industry: mixed-material films perform very well as packaging and on production lines, but they are unable to be recycled. Amcor has invested years in researching how to replace layers that aren't compatible with the PE film recycling stream while still delivering speed and performance previously reserved for mixed-material packaging. AmPrima™ PE Plus delivers a more sustainable option without compromise. AmPrima™ PE Plus heat-resistant film has also received How2Recycle® prequalification, indicating its ability to be recycled in existing polyolefin recycling streams in the U.S.

PRODUCT SHOWCASE

Recycle Ready Sachet for Laundry Powder

In response to increasing customer demand for packaging that is designed to be recycled, Amcor helped a global customer redesign a laundry powder package that had been in the market for decades to a new recycle ready design.

Through trials with different materials, the Amcor India R&D team was able to overcome challenges such as packing machine modifications, temperature sensitivity, and mechanical and sealing performance to develop the recycle ready sachet for laundry powder. The new polyolefin-based design aligns with Project Barrier design guidelines for recycle ready packaging. It is strong enough to withstand handling issues along the laundry powder supply chain and works well on a multi-unit operation line.

Reusable Packaging

Reusable packaging is an emerging frontier for innovation in responsible packaging.

Amcor defines reusable packaging as that which is refilled or used again for its original purpose. What this looks like in practice can differ greatly based on the unique combination of product type, distribution channel, local culture, demographics, and infrastructure within a market.

Understanding when reuse can contribute to a lower environmental footprint than recycling requires considering a range of variables. Though many people often assume reuse will decrease the total amount of plastic waste generated or leaked into the environment, the reality is that the environmental benefits of reusable packaging rely heavily on the system specifics and include a complex set of trade-offs. To accurately assess the opportunities for environmental benefit, it is important to understand the various reuse models and assess each proposed system individually.

Reusable packaging models can be categorized into two general groups: refillables and returnables. In refillable models, the user refills the package as needed, either at home or on-the-go. With returnable models, consumers use the product and then return the packaging to be cleaned and refilled.

While reusable packaging is still a very small percentage of our total business (approximately 0.3% of our Rigid Packaging revenue in FY20), sales of reusable and refillable containers in markets where refill programs exist have more than doubled in the past three years. Amcor teams are supporting this growth by developing packaging that contributes to several of the reusable business models described above.

Our Amcor Rigid Packaging test facility in Manchester, Michigan includes equipment to simulate multiple reuse cycles, including temperature cycles, transportation, and multiple washes with different scenarios, detergents, and caustic cleaning solutions. This ensures that Amcor's packaging can reliably deliver the intended number of reuse cycles for each product.

PRODUCT SHOWCASE

Tupperware Eco Bottle Square 1Lt

Tupperware provides simple and innovative solutions for cooking, transporting, and preserving food in a safe and healthy way. Following the motto "Let's reuse to reduce," Tupperware and Amcor collaborated to launch a 1-liter reusable polypropylene (PP) bottle in Argentina.

Amcor applied our expertise and capabilities to create the reusable PP bottle using existing one-step PET manufacturing technology, with just a few small adaptations to the machinery. As one of the first Amcor-manufactured products sold directly to consumers, the Tupperware Eco Bottle Square marks an important opportunity to contribute to the reuse economy. Customers can fill and refill the bottles as desired, whether at home or on-the-go.

PRODUCT SHOWCASE

Refillable PET Carbonated Soft Drink Bottles

Amcor works with several major beverage companies in Latin America to manufacture refillable plastic beverage containers for carbonated soft drink products. In this reuse system, the bottles are collected and sanitized after use, and then refilled by the producer. Customers pay a deposit when purchasing the beverage and then receive a discount on their next purchase of a beverage from that company when they return the bottle to the retailer.

The refillable PET bottles can last for up to 25 reuses. Because the refillable bottles are made of durable PET, they are also easily recycled once the maximum number of reuses has been achieved.

Product Responsibility

Amcor has a range of measures in place to ensure the safety and quality of our products throughout the value chain.

Each of our business units has product safety processes and systems in place appropriate for their packaging type, risk level, the regulatory environments in which they operate, and the requirements of customers.

Around the globe, we have dedicated product safety teams in place to provide guidance, training, and support to our sites. We also incorporate product safety into our existing Quality Management Systems used for ISO 9001 or ISO 13485 compliance.

Amcor's systems for ensuring product quality are applied from raw materials through finished product. Our experts maintain thorough knowledge of the fundamental characteristics, regulations, and contact requirements of our raw materials. We use internal laboratories to monitor our products and materials, helping to ensure compliance with standards and proactively detect any potential quality issues.

Safety approval and review processes are utilized for raw materials at our sites and in our innovation centers, during which the inherent risks in materials and chemicals, as well as any risks associated with their use and disposal, are examined. These processes are used to protect our co-workers from chemicals with adverse health effects and to avoid and reduce any negative environmental impacts from the chemicals we use.

We also maintain documentation through delivery of our finished products to support traceability and demonstrate that materials have been handled, transformed, and delivered according to product safety requirements and third-party audit standards.

Globally, Amcor manufacturing sites hold over 560 certifications by independent third parties according to at least one internationally recognized standard, such as ISO 9001 (134 sites), ISO 14001 (93 sites), and OHSAS 18001 (55 sites). Other certifications include Hazard Analysis Critical Control Points (HAACP), Ethical Trade Initiative (ETI), Forest Stewardship Council (FSC) Aluminium Stewardship Initiative (ASI) , the British Retail Consortium (BRC), and ISO 22000. Many sites hold certification for multiple standards. We also have several sites with clean rooms dedicated to manufacturing packaging for medical and pharmaceutical applications.

We maintain excellence in quality and safety performance through robust internal controls to ensure all our products and manufacturing processes are regularly assessed and updated as necessary. The vast, varied, and highly customized nature of our product catalog means Amcor does not formally report an overall percentage of significant product categories for which health and safety impacts are measured for improvements.

Our packaging is only one component of our customers' products, and they hold final responsibility for ensuring compliance with health and safety regulations in the marketplace. If customers find our packaging to be a contributor to any non-compliance incidents, they may lodge a product liability claim. Across our global business in FY20, we had only one incident report from a customer for this type of claim. Investigations are ongoing, and no product recalls have occurred. There were four incident reports in FY19 and six in FY18. Product liability claims are long-tail by nature, meaning potential incidents develop over a period of time before they formally become claims. For this reason, the numbers reported above may differ slightly from those disclosed in our FY19 Sustainability Report.

Our Strategy: Collaborating

Amcor brings scale and expertise to partnerships focused on maximizing the reach and impact of waste management infrastructure.

Our Strategy: Collaborating

We all want packaging that protects the products we need and value, but that does not have a detrimental impact on the environment.

Amcor's sustainability strategy is premised on achieving this through our three pillars – innovating, collaborating, and informing. Collaboration is crucial because, despite our scale and commitment, Amcor knows that we cannot achieve that goal on our own.

Multiple levels of collaboration will be required to ensure a more responsible future for the packaging industry. Amcor is proud of our continued leadership in bringing together stakeholders throughout the value chain to deliver a responsible packaging system that works.

The biggest barrier to eliminating waste leakage is poor waste management systems and infrastructure. Proper waste management improves people's lives, protects public health, and has been shown to unlock economic benefits. It is also the only means by which we can ensure that the progress we are making by designing more and more packaging to be recycled is realized. Achieving this requires participation across the full value chain: raw material suppliers, packaging convertors like Amcor, industry bodies, retailers, brands, food and beverage producers, NGOs, governments, collection and recycling organizations, and consumers. For this reason, one key focus of our approach to collaboration is working with others to understand and build the infrastructure that we need to deliver good waste management and recyclability at scale. Amcor also works across the packaging value chain to create and define standards that align our industry behind common definitions and design standards that advance sustainability. And we show leadership in terms of our disclosures and our collaborations across industry, science, academia, and government to fill knowledge gaps and support better decision-making by all.

Fundamentally, we will not enjoy the full benefits of our progress in designing packaging to be recycled if we do not make parallel progress in waste management and infrastructure investment. Consumers rightly expect the packaging they value to be recyclable or reusable. We are succeeding in designing our packaging to meet those standards, but we need to work with others to ensure that the collection and processing systems are in place to make this a reality in practice.

Developing Infrastructure

Evidence shows that the packaging value chain can drive down pollution by aligning waste management infrastructure with innovations in product design.

Material suppliers, packaging convertors, consumer packaged goods companies, retailers, waste management companies, governments, and consumers all have a role to play in supporting this outcome.

Like any other product, packaging recycling requires sorting, collecting, and recycling infrastructure. In many countries, forward-thinking policies and environmental considerations over the years have led to steady investment in such infrastructure. Other regions, however, do not yet offer consumers an easy and effective way to participate in eliminating packaging waste. Collaboration will be vital to closing these gaps so that everyone has access to a responsible packaging system that works. Where governments and other organizations are active on this front, it is important that they work with industry to develop informed policy solutions.

Amcor works with CEFLEX (A Circular Economy for Flexible Packaging) to develop recycling infrastructure for flexible packaging in Europe. CEFLEX is a collaborative effort of the European flexible packaging value chain led by a consortium of raw material producers, packaging converters, brand owners, retailers, recyclers, and equipment manufacturers. The initiative's goals include facilitating the development of a collection, sorting, and reprocessing infrastructure for post-consumer flexible packaging across Europe by 2025. As a leading partner in this project, Amcor is active in several working groups and is chair of the CEFLEX Steering Committee.

Another example of Amcor's collaborative approach to supporting recycling infrastructure is our work with the MRFF (Materials Recovery for the Future) consortium, a non-profit initiative of the Foundation for Chemistry Research and Initiatives established by the American Chemistry Council. In 2020, MRFF completed a pilot project in the U.S. demonstrating the successful collection, separation, and preparation for recycling of flexible plastic packaging. Its pilot research report shared details about this replicable model, which other communities can adopt.

Amcor is a member of the MRFF Steering Committee, which oversaw the pilot, supported strategic decision-making, and is now working toward the next steps in the scaled expansion of the project to other regions. We additionally committed grant funds toward the installation of state-of-the-art sorting equipment at the materials recovery facility involved in the pilot. Amcor Flexibles North America's Sustainability Director also participated in the end-market search for outlets to receive recycled flexible plastic packaging.

> *"MRFF's collaboration across the value chain creates a powerful force to tackle a common challenge."*
>
> **Fabio Peyer, Amcor Flexibles North America Sustainability Director, Member of MRFF Steering Committee**

We continue to lead partnerships supporting a multi-stakeholder approach to waste infrastructure development. Such collaboration and harmonization between companies, markets, and governments is needed to ensure our innovative products enter a marketplace that is equipped to collect and recycle them.

Defining Industry Standards

As momentum around responsible packaging has grown and investment in sustainability innovation has followed suit, members of the packaging value chain have recognized the need to come together to define the future of our industry.

In regions around the world, industry stakeholders are collaborating to define how a circular economy for packaging should look and how individual players can best contribute.

Amcor takes part in several such initiatives in both participatory and advisory capacities. Regionally and globally, we convene pre-competitively with other stakeholders to align around a shared set of goals, definitions, and design standards to guide innovation in support of a circular economy for packaging.

ELLEN MACARTHUR FOUNDATION
Rethink the future

Through our partnership with the Ellen MacArthur Foundation, Amcor contributes global packaging and supply chain expertise to help rethink and redesign the future of plastic packaging. Since 2016, the Ellen MacArthur Foundation's New Plastics Economy initiative has brought together businesses and governments to create a positive vision of a circular economy for plastics. Amcor is one of the initiative's 11 Core Partners, and we are an active member of its Advisory Board. For the past several years, we have also been a leader in Project Barrier, an initiative to develop a global design-for-recyclability standard for high-barrier flexible packaging.

In 2018, Amcor joined 250 other global brand owners, retailers, NGOs, policymakers, and others in signing the New Plastics Economy Global Commitment to keep plastics in the economy and out of the environment. The Global Commitment unites businesses, governments, and other organizations behind a common vision and targets to address plastic waste and pollution at their source. When each signatory endorses the vision, they also agree to work toward the goals and align with the approved definitions for concepts such as recyclability and reusability. By the end of June 2020, the number of signatories was approaching 1,000, representing over 20% of plastic packaging produced around the world. This indicates a strong momentum across industry in the work to collaborate on developing a circular economy for packaging.

> The New Plastics Economy Global Commitment commits to keep plastics in the economy and out of the environment.

The Association of Plastic Recyclers

In FY20, we contributed to the publication of a new recyclability testing resource from the Association of Plastic Recyclers (APR). The new resource, *PE Film Critical Guidance Test Protocol*, is an addition to *The APR Design Guide for Plastics Recyclability*. It determines whether film packaging is compatible with the current recycling infrastructure in the U.S. The test, which measures the capability of innovative film packaging to be recycled into new thin film applications, was the result of extensive industry collaboration led by APR. Several Amcor R&D experts contributed their knowledge as members of the APR PE Film Reclamation Committee, which was responsible for developing the new guidelines.

> "Working with APR helps us learn from each other and push each other to improve packaging recyclability and performance."
>
> **Rebecca Mick, Amcor R&D Innostream Program Manager, Member of APR PE Film Reclamation Committee**

The Consumer Goods FORUM

Amcor is an active member of the Consumer Goods Forum's work to eliminate plastic waste on land and at sea. This work is focused on bringing members together to share knowledge and experience as they align around standards established by groups such as the Ellen MacArthur Foundation and CEFLEX. Our sustainability leaders are involved in several project workstreams. We participate in the Packaging Design workstream, which is working to align a critical mass of companies around common packaging design principles and guidelines for flexible and rigid materials. We also contribute to the Advanced Recycling workstream, which plans to scale up chemical recycling – especially for flexible packaging – and engages with key stakeholders to ensure broad support and to send a strong demand signal to investors and upstream suppliers. We additionally support work by the Extended Producer Responsibility (EPR) workstream, which in FY20 released a position paper to guide the development of effective EPR policy around the world.

Closing Data Gaps

Reliable data is essential to developing the solutions needed to create a circular economy for packaging.

Data about recycling rates and pollution helps identify areas where investment is needed to build waste infrastructure or where policies could be adopted to improve collection and recycling. This type of data also helps companies like Amcor understand how our packaging is being disposed of after use and how we can contribute to better outcomes. Once those interventions have been implemented, data also helps track their effectiveness and assess whether additional attention or investment is required.

Amcor is an active contributor to several collaborative efforts to improve the pool of circular economy data and to ensure it is used to drive progress toward our responsible packaging goals.

ReSource Plastic

In June 2020, we proudly joined the World Wildlife Fund-led activation hub ReSource: Plastic. This global consortium of companies and organizations is focused on collaborating to keep waste out of the environment. Launched in 2019, ReSource aims to accelerate large-scale plastic commitments by collaborating with industry to ensure a systems-based approach to addressing plastic production, consumption, waste management, and recycling as a single system. By 2030, the initiative targets the prevention of at least 50 million metric tons of plastic waste from entering nature. Collecting and transparently reporting data related to this goal will be essential to monitoring progress, and ReSource has committed to publicly reporting the amount of plastic waste prevented by participants on an annual basis. As part of our membership, Amcor has committed to sharing the internal production data needed to support those calculations.

Global Commitment

As a signatory of the New Plastics Economy Global Commitment, Amcor agreed to share annual data on our progress toward the goals outlined in its vision. In October 2019, the first Progress Report summarizing data shared by Global Commitment signatories, including Amcor, was published. With help from signatory data, the report provided an update on progress across the signatory group, highlighted leading examples that could serve as inspiration for others, and disclosed the progress of individual companies and governments toward a circular economy for plastics. Significantly, the report established a quantitative baseline that can be used to measure progress across a large group of businesses through 2025. This is an essential component of the continued scaling of the action that will be required to make a circular economy for packaging a reality.

TRASH FREE SEAS ALLIANCE®

In addition to sharing our own data, Amcor also contributes to collaborations that use available data to help inform the development of policies supporting a circular economy for packaging. Since 2015, we have been a member of the Trash Free Seas Alliance (TFSA), an initiative of Ocean Conservancy consisting of a collective of organizations aiming to reduce the amount of plastic waste entering oceans by 50% by 2025. As an active member of the TFSA Steering Committee, we share technical and financial support to develop and propose solutions to governments and other organizations. We proudly contributed to *The Plastics Policy Playbook: Strategies for a Plastic-Free Ocean*. The in-depth guide – released in October 2019 and produced collaboratively by Ocean Conservancy and the TFSA – builds on data and insights from previous TFSA reports to develop an action-led response to marine debris. The Playbook focuses on financing waste collection, preventing debris, and describing the most impactful public and private sector interventions.

Earthwatch

Since 2001, Amcor has partnered with Earthwatch Institute, a non-profit environmental organization that connects our co-workers with top scientists to participate in research expeditions around the globe.

This partnership is focused on promoting understanding of environmental issues among Amcor co-workers and contributing important scientific research to the collective body of knowledge related to leakage of waste into the environment. For the last five years, expeditions have focused on research related to the issue of marine debris.

Marine debris is a global problem that affects oceans, land, wildlife, and food chains. Not enough is known about the build-up of waste on land and how it subsequently enters ocean environments, so the objective of these expeditions is to increase the available data.

In October 2019, 16 Amcor co-workers from around the world visited the shores of Bali, Indonesia along with a team of scientists from Southern Cross University's National Marine Science Centre. Following in the footsteps of Amcor's 2016 Earthwatch expedition, the team traveled around the island on a 10-day expedition and completed research at many of the same sites visited by the 2016 team.

Research sites consisted of different types of beaches located around the island of Bali. At each site, the group split into smaller teams to complete marine debris surveys. Each team was assigned a segment of beach, called a transect, and collected every piece of waste they found within that segment. After collecting the waste, the teams categorized each item according to type and size.

In total, our 2019 Earthwatch participants collected and categorized over 24,000 pieces of trash from just seven beaches.

The scientists leading the expedition then analyzed the data from each beach to learn how the amount and types of waste had changed from 2016 to 2019. In the time between the two expeditions, the Indonesian government had made major changes to environmental policies, including a ban on single-use plastics. Additionally, many communities had started to implement local plastic management approaches. Data from the expedition has helped scientists understand how effective these efforts have been and identify additional opportunities for action.

During the 2019 trip, Earthwatch participants also visited with Balinese organizations working to improve waste management in their communities and toured local waste "hotspots" such as open-air landfills and highly polluted beaches to see the scale of the problem firsthand. Outcomes from these meetings included a project to improve safety practices at one of the community recycling facilities the team visited and discussions with customers about the design barriers to recycling the team experienced while visiting recycling workshops.

"Our program with Amcor provides the opportunity for research to be specifically targeted around a real-world issue, with a company who is very well placed to make a difference."

Viki Nathan, Learning and Engagement Manager, Earthwatch Institute

Holding Ourselves Accountable

In addition to sharing purchasing and production data through WWF ReSource: Plastic and the New Plastics Economy Global Commitment, Amcor also discloses sustainability-related data through other initiatives.

Throughout the year, we share data at the request of customers, investors, ratings agencies, and the broader public.

CDP, formerly the Carbon Disclosure Project, is a global disclosure system to enable companies to measure and report their environmental impact. Amcor completes the CDP Climate Change, Water Security, and Forest assessment modules annually. We also help our customers better track their own environmental footprints through our participation in the CDP Supply Chain initiative. Investors and customers use such data to inform decision-making, reduce risks, and identify opportunities.

EcoVadis is a platform for corporate social responsibility (CSR) assessment, monitoring, and performance improvement. Amcor completes an annual EcoVadis assessment of our operations at a global level. It evaluates how well we have integrated the principles of CSR into our business and management systems and suggests areas for continued improvement. In our latest assessment, we achieved an EcoVadis Silver rating, placing us in the top 4% of companies assessed by EcoVadis in the manufacture of plastic products industry. We disclose these results to customers upon request.

Each year, Amcor completes the SAM Corporate Sustainability Assessment questionnaire, which reviews a mix of cross-industry and industry-specific questions. Based on our performance, we receive an overall score and percentile rankings for relevant sustainability criteria across economic, environmental, and social dimensions.

The CSA has become a reference tool for companies to gauge the financial materiality of their sustainability performance from an investor perspective. It also helps Amcor understand which sustainability factors are important to investors and serves as a sustainability roadmap to help prioritize initiatives that are most likely to enhance our competitiveness. Companies' assessed industry rankings are published on the Bloomberg Platform, the S&P Spice platform, and the SAM Sustainability Yearbook online database.

Sedex is a global membership organization dedicated to driving improvements in ethical and responsible business practices in global supply chains. Amcor is a Sedex A/B member, which allows us to share and exchange data through the platform. We participate in Sedex in two key ways:

- Self-Assessment Questionnaires (SAQs): The SAQ is a set of questions to help members self-assess their site on topics like company policies, safety standards, working conditions, and environmental impact. Amcor's manufacturing facilities complete and review their SAQs annually. Additionally, Amcor's customers who participate in Sedex may view our SAQ results, enhancing accountability for continued progress in improving our operational impact.
- Sedex Members Ethical Trade Audit (SMETA): SMETA is an independent ethical audit methodology providing "best practice guidance and ethical audit techniques to help auditors conduct high-quality audits for responsible business practices." Amcor sites complete SMETA audits upon customer request. Because the audits are standardized, the results are able to be shared with multiple customers using the Sedex platform.

Our Strategy: Informing

Amcor's technical expertise and global reach uniquely position us to educate consumers about our packaging and drive participation in recycling and reuse systems.

Our Strategy: Informing

Historically, consumers interested in sustainability have mainly focused on understanding the environmental characteristics of a product.

As Amcor innovates to design the future of packaging, it is essential that we also work to educate our customers and consumers so they can make responsible, fact-based purchasing decisions.

While access to waste management infrastructure is necessary to delivering responsible packaging, it alone is not sufficient. Vitally important to achieving the best end-of-use outcomes for packaging is giving consumers the information that empowers them to use that infrastructure correctly.

This is not something that Amcor can achieve on our own. We need the whole value chain to engage in informing consumers about how to play their part in ensuring that the end of their packaging's use is not the end of that packaging's life. In particular, brand owners will need to find simpler and more human ways of communicating recyclability to their consumers if we are to succeed.

Amcor is committed to supporting our customers in this quest by sharing our deep knowledge and understanding of what motivates consumers to engage in good waste management.

We all want packaging that protects the products we need and value but that does not have a detrimental impact on the environment. Amcor's sustainability strategy is premised on achieving this through our three pillars – innovating, collaborating, and informing. It is critical that the whole value chain redoubles its efforts to support and inform consumers about the role that they can play in solving the problem of waste leakage.

Understanding Consumer Insights

To ensure consumers play their role in reducing plastic waste, it is vital to understand their attitudes toward sustainability, the environment, and their role in protecting it.

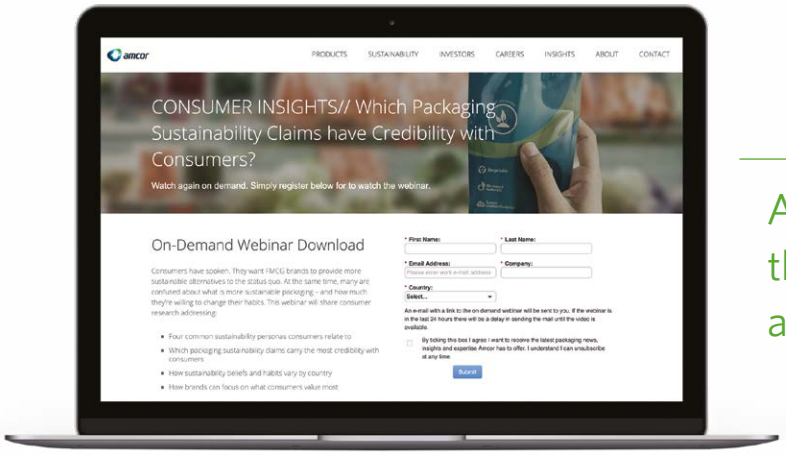
In June 2020, Amcor released the findings of a large consumer research project focused on sustainability in our European markets. This research looked at consumer attitudes about climate change, plastic pollution, and other environmental issues, and demonstrated the often-confusing and misunderstood links between these environmental concerns and packaging.

The results of the study showed that today's shoppers are more aware than ever of the impact of their choices and they want products that align with their values. This is reflected in what they expect of brands when it comes to more sustainable packaging, with growing concern around reducing resource consumption and minimizing waste, all while still protecting product quality.

As we collaborate with brands to meet consumers' increasing expectations for packaging, we believe it is essential to provide them with tangible findings from our research to influence packaging strategy and action. Brands can take bold steps to ensure their sustainability credentials are more broadly understood, and in turn create real impact by positively influencing brand perception and changing consumer behavior.

Our research led to several important findings to help Amcor and our customers inform consumers on the topic of responsible packaging:

- Despite the fact that the majority of consumers are highly engaged around sustainability, many struggle to change their consumption patterns to better reflect their values. Consumers' desire to act sustainably can be supported by convenience and clear information.
- Most consumers believe reducing the carbon footprint of packaging is equally important to it being recyclable. Clear, on-pack claims can help directly link carbon footprint reduction to the fight against global warming.
- Consumers believe recyclable packaging should be the industry standard. Across the respondents surveyed, 83% of consumers say they check the pack instructions to know how to dispose of empty food packaging and what bin it should go in.
- Consumers don't need more information – they need better information that will help them achieve the sustainable outcomes they want. For example, while nearly half of consumers surveyed said compostable packaging would positively influence their purchasing decision, less than one-third could correctly identify the symbol for compostable packaging.



A webinar and report of the full research results are available on Amcor's website.

Partnering Regionally

Amcor engages in a range of regional partnerships focused on reaching brands and consumers in the markets in which our packaging is sold.

These partnerships can take many forms, such as providing education and recycling equipment directly to consumers, teaching consumers where to find recycling locations, and empowering local industry to have an active voice in waste goals and policies. Below are some examples of the regional partnerships in which Amcor is engaged. A full list of partnerships is available in the Appendix to this Report.

THE RECYCLING PARTNERSHIP

The Recycling Partnership is a U.S.-based nonprofit aimed at improving recycling by joining resources with public investments in community recycling programs. Amcor and other members provide matching grants to U.S. cities to invest in curbside recycling infrastructure and to supply technical and financial assistance to increase recycling access, build support from officials, improve regional coordination, and conduct education and outreach to local communities. We also participate in the group's Circular Economy Accelerator.

According to its 2020 Impact Report, The Recycling Partnership has helped more than 1,500 U.S. communities overcome recycling challenges. It has delivered new recycling carts to more than 700,000 U.S. residences, reached more than 77 million households nationwide, and diverted more than 230 million pounds of recyclables from landfills and into the recycling stream in the last six years.

Amcor holds a Board position with The Recycling Partnership and also recently joined its Film and Flexibles Task Force.

REDcycle in Australia and Soft Plastics Recycling in New Zealand are focused on helping consumers responsibly dispose of soft plastics such as bread bags, pasta and rice bags, frozen food bags, cereal box liners, and snack food bags via in-store recycling collection points. After consumers deposit these items at drop-off locations in local retail stores, REDcycle and Soft Plastics Recycling collect the material for initial processing before delivering it to local manufacturing companies, who use it to create fitness equipment, outdoor furniture, fence posts, ducting, signage, and more.

In addition to supporting infrastructure by creating access points at popular local retailers and helping people find them through store locators, these groups are heavily focused on educating consumers about how to recycle different types of flexible packaging in their respective regions.

PLASTICS PACT

The Plastics Pact is a network of national implementation initiatives aligned around the common vision of the EMF Global Commitment. Each region- or country-based Plastics Pact brings together members of the local circular economy value chain to collaborate on a set of ambitious targets and resources tailored to their local context. The Plastics Pact offers a unique platform to give local industry a voice in building circular economy solutions and policies in their region. Signatories are able to exchange knowledge and best practices across regions to accelerate the transition to a circular economy for plastics. Amcor was proud to join the launch of the Chilean Plastics Pact in FY19, and we continue to actively contribute to the launch of new Plastics Pacts in regions such as South Africa, the United States, and Australia/New Zealand.

Empowering Co-Workers through the International Coastal Cleanup

At the end of the day, Amcor's 47,000+ co-workers around the globe are also consumers and community members.

We believe it is imperative to create opportunities to help our people learn about and feel connected to our work around responsible packaging, and want them to be informed and inspired to share this knowledge with their families, friends, and communities.

The International Coastal Cleanup (ICC), an initiative of Ocean Conservancy's Trash Free Seas Alliance, is one important way we achieve this.

Each September, thousands of Amcor people from around the world come together for this global day of service to remove waste from their communities.

Many invite family, friends, and community members to join in the cleanup. In addition to removing pollution from the environment, ICC events create an opportunity to build awareness about recycling, the responsible disposal of packaging, and how to be stronger stewards of the environment.

In September 2019, Amcor set a new company record for participation in the ICC. Nearly 100 Amcor sites from 30 countries held ICC events in their local communities. Over 4,000 participants collected approximately 27,000 kg of trash from beaches, rivers, local parks, and even some Amcor sites. Volunteers also logged each trash item collected, contributing to the world's largest database on marine debris.

Informing Public Discourse

Given Amcor's global perspective and deep knowledge in packaging and sustainability, we believe it is vital to share our expertise to create a fair, balanced, fact-based public dialogue about responsible packaging. We primarily achieve this through our thought leadership and advocacy activities.

Thought Leadership

Many misconceptions exist about plastics and plastic packaging. These perceptions affect the entire value chain, including packaging converters like Amcor. To advance public understanding of the benefits of responsible packaging and the role consumers, customers, and industry play in achieving a circular economy for packaging, Amcor experts engage stakeholders across a variety of forums.

The Big Ideas section of our website contains a mix of blogs and podcasts produced by Amcor experts on topics related to packaging sustainability, innovation, and industry trends. In FY20, we added a series of live and on-demand Big Ideas webinars to further expand on these topics. As trade shows and conferences around the world were canceled or postponed due to Covid-19, these webinars helped us maintain touchpoints with customers and continue sharing important information about advancements in packaging sustainability.

Amcor sustainability experts regularly speak at industry conferences, engaging with community members, industry associations, sustainability organizations, and governments around the world. Our FY20 roster of in-person and virtual speaking engagements included events hosted by groups such as the Responsible Business Summit, Retail Innovation Council, Consumer Goods Forum, Sustainable Packaging Coalition, Australian Government Plastics Summit, Packaging Europe, LaPET, and Plastics News.

Amcor's top leadership is also increasingly engaged in public dialogue around responsible packaging. In January 2020, Amcor CEO Ron Delia attended the World Economic Forum along with Chief Commercial Officer Michael Zacka and Vice President of Sustainability David Clark to connect with leaders from the world's largest companies – many of whom are Amcor customers and suppliers. Discussion topics included how Amcor can collaborate with brand owners and NGOs to encourage consumers to be more active in keeping waste out of the environment. Mr. Delia spoke on the role packaging plays in solving global challenges at a strategy meeting hosted by the Ellen MacArthur Foundation. He shared Amcor's perspective and had the opportunity to listen to and discuss the perspectives of numerous other business leaders in our value chain.

Additionally, our strong social media presence allows us to share information and participate in discussions related to sustainability and the circular economy for packaging with a broader audience. We see frequent interactions from consumer brands and industry experts from around the world on these topics, which gives us the chance to understand what issues concern or excite them. Social media helps us broadly share important research results and new initiatives from our sustainability partners, while also communicating information about our own accomplishments. These forums also enable us to engage in dialogue with these audiences to correct misconceptions and clarify common points of confusion.

Public Policy

Governments have an important role to play in providing waste management and recycling services as a public good. This work is increasingly driven by citizens' concerns about pollution. It is essential to ensure legislators and regulators have the information they need to make sound and effective policy decisions. As governments become more active in this space, it is important that they work with the whole packaging value chain to deliver policy solutions that are effective and deliver the intended outcomes.

Amcor's advocacy and public policy efforts focus on empowering this audience with science and research to support their policymaking activities. We are always ready to work with governments to help ensure policy is focused on delivering waste management and recycling infrastructure that works.

Across our global business, Amcor proactively monitors the emerging policy landscape at regional, national, and global levels. Much of this work involves internally tracking legislation and assessing its impact on Amcor's products. We engage in advocacy activities as necessary to ensure proposed policy solutions are effective, transparent, and fair. This is done primarily through our membership in industry groups, though our sustainability leaders respond to government consultation requests directly where appropriate and relevant.

As potential legislation arises around issues such as extended producer responsibility for packaging and the restriction, ban, or taxation of certain materials or product types, advocacy is an important way for Amcor to inform the outcomes. In order for these types of policy to deliver lasting, positive change, it is important that governments engage with industry. If governments are considering legislation, the packaging value chain has a role to play in advocating for effective policies that allow for innovation and competition in a resource-efficient manner.

Amcor's sustainability leaders have studied these topics extensively and share their expertise with policymakers to empower them to build the most efficient and effective policies possible.

Examples of our advocacy work in FY20 include:

- Collaborating with Flexible Packaging Association members and leadership team on an End-of-Life Management position outlining the group's stance on extended producer responsibility
- Engaging with the Plastic Industry Association and American Beverage Association to respond to proposed legislation in Canada and the U.S., as well as to develop proactive language for future extended producer responsibility legislation
- Participating in the National Packaging Targets Implementation and Materials Circularity work groups for the Australian Packaging Covenant
- Contributing to the Consumer Goods Forum position paper on Extended Producer Responsibility
- Submitting responses to a range of public consultation requests, including the UK Plastics Tax, Spanish Plastics Tax, Impact Assessment of the EU Packaging and Packaging Waste Directive, and EU Impact Assessment on the Waste Shipment Regulation

According to Amcor policy, no political contributions were paid in FY20, nor were there any requests for Board approval to make a political contribution.

Reducing Our Environmental Footprint

Amcor aims to reduce the environmental impacts of our operations by targeting greenhouse gas emissions, operational waste, and water.

Reducing Our Environmental Footprint

Amcor employs a multi-pronged strategy to prevent and minimize adverse environmental impacts.

Our EnviroAction program aims to reduce impacts related to our greenhouse gas emissions, waste production, and water use.

EnviroAction

EnviroAction is Amcor's internal framework for reducing the environmental impacts of our operations.

Launched in 2008, the program establishes a set of long-term goals to drive reductions in greenhouse gas emissions, waste, and water use by 2030. These goals are informed by the Kyoto Protocol and are aligned with the United Nations International Panel on Climate Change (UN-IPCC) long-term reduction targets.

Amcor splits our EnviroAction goals into milestones, dubbed "EnviroAction periods," every three to five years to create a more tangible pathway to 2030. FY20 was the first year in a new EnviroAction period that will extend from 2020 to 2025.

Each Business Group is responsible for contributing to a portion of the EnviroAction goals. Sustainability leaders then work with individual sites within their Business Groups to develop and implement plans to achieve them.

Metrics for each site's performance toward EnviroAction goals are tracked in a global EnviroChart database. Site champions enter energy, waste, and water data from meters and invoices on a monthly or quarterly basis, which helps sustainability leaders monitor progress, celebrate successes, and devote additional resources where needed.

Progress toward our EnviroAction goals is reported annually. Amcor's Chief Commercial Officer shares updates quarterly with the Board and Amcor's Global Management Team, and monthly with Business Group senior leaders.

Site champions are also encouraged to collaborate with co-workers to propose and deliver improvements at their location. They are supported by our EnviroAction Toolkit, which contains resources such as checklists, best practices, case studies, and toolbox talks to help them identify opportunities to improve environmental performance, no matter how advanced the site is in its sustainability journey.

The following pages share our performance in each EnviroAction area over the past year.

GHG Emissions Intensity

18% **reduction target in tonnes CO_2e/production units from FY20 to FY25**

Our long-term goal is 60% by 2030*

Waste-to-Disposal

20% **reduction target in tonnes from FY20 to FY25**

Our long-term goal is zero waste-to-disposal

Water Management

100% **of our sites have a water management plan in place**

Our long-term goal is to continue to improve efficiency of water use

*compared to 2006 baseline

Greenhouse Gas (GHG) Emissions

Climate change is one of the most pressing issues of modern times. FY20 saw stakeholders across the value chain grow increasingly vocal about its importance and the urgency of working toward a solution.

Because GHG emissions are so closely linked with climate change, Amcor's work to track and reduce our GHG footprint remains a more vital part of our sustainability strategy than ever.

Amcor's EnviroAction goal for GHG emissions targets a 60% reduction in GHG emissions intensity by 2030, inclusive of Scopes 1, 2, and 3, compared to our 2006 baseline. As of the end of FY20 we had achieved a 36% reduction in GHG emissions intensity compared to our baseline, leaving us approximately 60% of the way to achieving our goal.

In pursuit of this goal, we have implemented a range of initiatives focused on reducing GHG emissions across our global business. These include lowering energy consumption at our facilities, more efficiently managing our operational waste and water use, designing packaging that uses fewer and less carbon-intensive materials, working with suppliers to reduce the footprint of our supply chain, optimizing product and material transport, supporting the development of lower-carbon waste infrastructure, and incorporating climate change strategy into relevant business decisions.

To date, the majority of our progress toward our 2030 EnviroAction goal has come from our work to reduce Scope 1 and 2 emissions within our own plants. Amcor operations and facilities teams have focused on energy efficiency projects at the site level, such as LED lighting retrofits, optimizing chiller systems and other equipment, and implementing Energy Supervisory Control and Data Acquisition (SCADA) systems to better track and control plant-level energy usage.

Energy management teams across the business continue to seek opportunities to improve energy efficiency within our facilities. We continue to explore renewable energy sourcing opportunities such as power purchase agreements and renewable energy sourcing.

Moving forward, we anticipate that much of the remainder of our work to achieve our 2030 EnviroAction goal for GHG emissions will focus on our Scope 3 footprint – more specifically, our raw materials.

ENERGY STAR PARTNER

Amcor Rigid Packaging continued its work in the ENERGY STAR® Partner program in FY20, making a fundamental commitment to protect the environment through the continuous improvement of energy performance. Through the partnership with ENERGY STAR®, a program of the U.S. Environmental Protection Agency, Amcor Rigid Packaging sites in the U.S. and Canada commit to measure, track, and improve their energy performance.

Absolute GHG Emissions

Amcor's absolute GHG emissions represent the sum of our Scopes 1, 2, and 3 emissions. Scope 1 emissions are from energy we burn directly – for example, fuel such as natural gas. Scope 2 emissions are related to the energy we purchase. Scope 3 emissions are attributed to other value chain activities that require energy, such as raw materials, transportation, waste, and other energy usage.

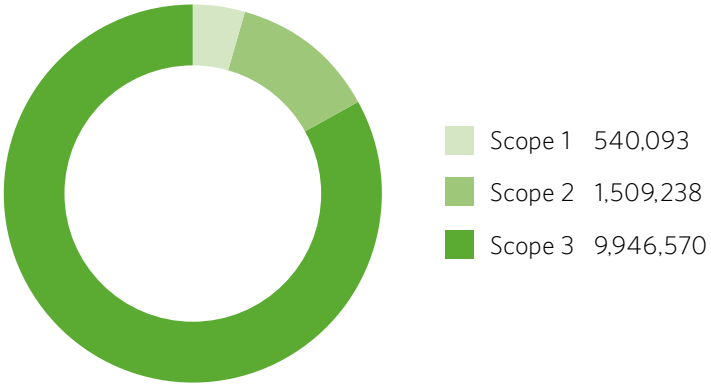
In FY20, our absolute GHG emissions were 11,995,901 tonnes of carbon dioxide equivalent (CO_2e). This is a notable increase from the previous year - largely due to our acquisition of Bemis in June 2019, which added approximately 70 new production and warehouse locations to our operational footprint. This required us to add the emissions from these new facilities to our absolute GHG emissions calculation. However, once we re-established our FY19 absolute emissions baseline to include the acquired sites, we noted a 0.7% reduction in absolute emissions of CO_2e from FY19 to FY20.

GHG Emissions Intensity

Because absolute GHG emissions only tell a partial story about our corporate carbon footprint and can be easily impacted by factors such as changes in production volumes or the acquisition/divestment of sites, we rely on GHG emissions intensity as a more relevant indicator of performance and progress.

GHG emissions intensity is calculated by dividing absolute GHG emissions by total units produced. Because we produce different types of packaging across our business, we use a normalized "Amcor product" figure so we can combine square meters of flexible packaging with rigid plastic bottles and preforms, as well as capsules, closures, and folding cartons. From FY19 to FY20, we reduced GHG emissions intensity by 1.5%.

FY20 Absolute GHG Emissions (tonnes CO_2e)



Year	Total tonnes CO_2e/Amcor Unit:	Amcor "Units" produced
FY19	443	27,261
FY20	437	27,470

"As Amcor grows, it's exciting to help new sites capture initial energy savings and build roadmaps for reaching our 2030 GHG goals."

Juliana Seidel, Sustainability Sr. Manager, Amcor Flexibles Latin America

Scope 1 and 2 GHG Emissions

In FY20, Amcor consumed a total of 19,803,786 gigajoules (GJ) of energy, of which approximately 0.2% was renewable energy.

Amcor's Scope 1 direct GHG emissions stem primarily from natural gas (94%). Other non-renewable fuel sources included LP gas, diesel, and oil. In total, 6,099,429 GJ of non-renewable fuel was consumed. We also consumed 40,133 GJ of renewable fuels. Scope 1 emissions associated with our use of solvent abatement equipment have increased in recent years as we have installed more equipment to reduce the significant environmental impacts of volatile organic compounds used in production. Approximately 2% of our global Scope 1 emissions are covered under an emissions-limiting regulation or program intended to directly limit or reduce emissions.

In FY20, Amcor's Scope 2 indirect GHG emissions were associated with the consumption of 13,668,967 GJ of energy. This is primarily tied to the purchase of electricity (97%), as well as the purchase of heat, steam, and chilled water for cooling. This also included 4,695 GJ of renewable energy.

Scope 3 GHG Emissions

Similar to most other companies involved in manufacturing, Amcor's largest source of Scope 3 emissions is the raw materials we use to produce our packaging. In FY20, raw materials comprised 95% of our Scope 3 footprint, making them a significant focus for action as we seek ways to reduce Amcor's total carbon footprint and achieve our EnviroAction targets. Other sources that contributed to our Scope 3 emissions include logistics, energy delivery, and waste.

Further information about our GHG emission calculations is available in the Appendix to this report.

Air Emissions

Some of Amcor's production processes lead to the emission of volatile organic compounds (VOCs) from inks, adhesives, and solvents into the atmosphere. In FY20, Amcor production resulted in the release of 43,765 tonnes of untreated VOCs into the atmosphere, a 1% reduction compared to the previous year.

Because these emissions can contribute to the formation of ozone in the lower atmosphere and can also impact the environment and public health, we closely monitor our global use and management systems. We continue to invest in technologies to capture and destroy or reuse solvents, such as regenerative thermal oxidizers (RTOs), solvent recovery units (SRUs), and burners.

Amcor does not currently track or disclose nitrogen oxides (NOx) or sulphur oxides (SOx) emissions on a global scale. We track emissions based on the GHG Protocols, which are focused on carbon dioxide (CO2), methane (CH4), nitrous oxide (N2O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), and sulphur hexafluoride (SF6) and do not include other greenhouse gases such as NOx or SOx. Additionally, we do not use a significant amount of equipment that could be associated with the release of SOx and NOx. While we do use boilers and some transportation fuels that are associated with these emissions, they have been determined to be immaterial to our larger GHG emissions footprint. For this reason, we track and report such emissions where required by local regulations, but as a corporate entity we do not disclose them on a consolidated basis.

Similarly to SOx and NOx, we do not currently track or disclose air emissions from particulate matter (PM) on a global scale, but track and report them where required by local regulations.

As regulations and stakeholder expectations around NOx, SOx, and PM disclosure evolve, we continue assessing the materiality of this disclosure for Amcor.

EnviroAction in Action: GHG Emissions*

LED Re-Lamping for Energy Efficiency

Business Group: Amcor Flexibles North America
Location: United States

Last year, 12 sites across Amcor Flexibles North America initiated projects to upgrade lighting systems to high-efficiency LED lamps for interior and exterior light fixtures, including emergency wayfinding signs and Amcor lighted logos.

While participating sites are at different stages in the transformation, we anticipate annualized overall energy savings to top roughly 8.2 million kilowatt hours (kWh). This is equivalent to:

6,400 tonnes of CO_2e

GHG emissions from 1,255 passenger cars driven for one year

6.4 million pounds of coal burned

Once the first wave of projects is complete, we plan to continue with the remaining sites to deliver even more benefits, including an improved workspace environment, reduced energy bills, and a lower overall carbon footprint.

Targeting Scope 3 Emissions with Post-Consumer Recycled (PCR) Resins

Business Group: Amcor Rigid Packaging
Location: North and South America

Energy efficiency projects are not the only way to achieve reductions in GHG emissions. Because approximately 79% of Amcor's carbon footprint is attributable to the raw materials we use, selecting materials with lower carbon footprints - such as PCR resins - is a significant opportunity for us to reduce our overall footprint.

In FY20, Amcor Rigid Packaging used a total of 82,582 tonnes of PCR resin – an increase of 40% over the previous year. Replacing this amount of virgin resin with PCR resin has resulted in a total estimated GHG savings of 113,600 tonnes of CO_2e.

These savings are the equivalent of:

19,233 homes' electricity use for one year

GHG emissions avoided by 24.5 wind turbines running for a year

4,315,618 incandescent lamps switched to LEDs

Continuing to increase our use of PCR resin demonstrates an important way Amcor can contribute to the circular economy while also reducing our carbon footprint.

*Savings estimates have been calculated using U.S. EPA Greenhouse Gas Equivalencies Calculator.

Operational Waste

While we recognize that Amcor's largest waste impacts across the value chain are related to the disposal of our packaging, we also know we must consider the waste created within our own operational boundaries.

Amcor's long-term EnviroAction goal is to send zero waste to landfills or incineration without energy recovery. This reflects our vision that all unavoidable waste contributes to a benefit by replacing either virgin materials or fossil fuels.

In FY20, our total waste production was 403,891 tonnes, of which 75% was recycled. To date, we have achieved an 85% reduction in waste-to-landfill since our 2006 EnviroAction baseline.

As with GHG emissions, the number of sites included in this calculation increased from FY19 due to Amcor's acquisition of Bemis in June 2019. Tireless work on the part of our operations teams reduced total waste-to-disposal by 3,184 tonnes between FY19 and FY20 – a reduction of 10%. This puts us well on our way to achieving our current EnviroAction period goal of 20% reduction in waste-to-disposal[2] by 2025.

Amcor sites face different waste-related challenges across our global operations, particularly between regions where waste and recycling infrastructure is well-developed and those where landfilling is cheap and recycling is not commonly available. Our sites around the world continue to apply creative thinking to better manage operational waste. Our EnviroAction Toolkit supports this work by offering checklists with ideas for how sites can reduce waste-to-disposal. Amcor's work to make more of our products recyclable also supports this goal. As we change our products to be more recyclable, the types of waste we produce also become easier to recycle.

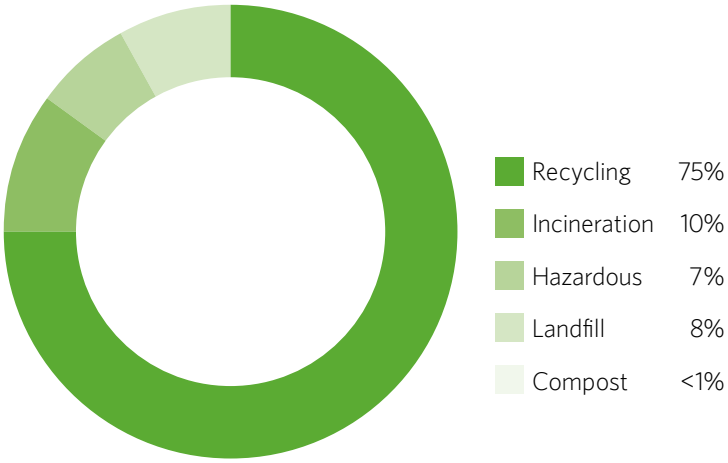
Operations teams and EnviroAction champions at each site collaborate to implement the most locally appropriate tactics to reduce their waste footprint, including source reduction, reuse and recycling, and responsible disposal of hazardous waste. Due to our global footprint, hazardous waste is managed in accordance with local- and country-level legislation.

For example, the 5,466 tonnes of hazardous waste from our facilities in the U.S. are governed by U.S. Resource Conservation and Recovery Act legislation, while the 9,236 tonnes of hazardous waste from our facilities in the E.U. are managed in accordance with country-level legislation based on the EU Waste Framework Directive.

We recognize sites that have achieved zero waste-to-disposal with a certification program. Sites receive this certification after they have demonstrated through verified data that their operational waste-to-disposal volumes have been equal to zero tonnes over the previous 12 months. Once certified, each site's performance is validated quarterly to ensure ongoing adherence to our zero waste-to-disposal goals.

As of June 2020, 118 Amcor sites held a Zero Waste-to-Disposal certification.

FY20 Total Weight of Waste by Disposal Type



[2] Amcor defines "waste-to-disposal" as operational non-hazardous waste that is landfilled or incinerated without energy recovery.

EnviroAction in Action: Operational Waste

Seeking Recycling Solutions for Hazardous Waste

Business Group: Amcor Flexibles Asia-Pacific
Location: India

Amcor's site in Baroda, India initiated a project in July 2019 to seek hazardous waste management solutions with a lower environmental footprint. The project team analyzed all the hazardous waste materials produced at the site to review current disposal practices and whether there were any alternative options with sustainability benefits. They focused specifically on the waste hierarchy and identifying opportunities that aligned them with the local regulatory framework prioritizing reuse and recycling.

As a result of this work, the team identified a new vendor to recycle process wastes such as solvents and inks. The team also found a new vendor for contaminated cotton waste containing oil residue, moving from incineration to co-processing with a local cement manufacturer. This move supports energy recovery, and the ash is used in the cement manufacturing process.

The team also identified a new supplier to manage empty barrels, containers, and liners contaminated with hazardous chemicals or wastes. These discarded containers are transported to a facility that decontaminates them for reuse. This keeps the containers in the system and out of disposal streams.

Empowering Co-Workers to be Recycling Champions

Business Group: Amcor Flexibles Latin America
Location: Colombia

The Environmental Health and Safety and Operations teams at Amcor Flexibles Cali is driving success in an ongoing project to reduce waste-to-disposal by finding new recycling opportunities and increasing employee awareness about the importance of recycling.

The team started the project by creating a baseline of non-hazardous waste generation at the site, tracking recycling rates over several years and understanding how much waste was currently being sent to landfill. This was complicated by the fact that they shared a waste container with other companies in the area, so the team started weighing and analyzing their waste before bringing it to the shared container to make sure they had accurate information.

From there, the team added recycling stations at 14 locations around the site and began conducting weekly monitoring to assess whether waste was being disposed of correctly at each station. Each week's results were posted so co-workers could see how they were performing, and banners were placed in areas with good disposal practices to recognize their performance. The team also worked with waste vendors to conduct awareness campaigns to focus on separation at the source of the waste and help co-workers solidify their good recycling habits.

As a result of this work, Amcor Flexibles Cali has seen cost savings and has set an internal goal regarding monthly waste recycling rates.

Water

Managing water use in our operations more responsibly – especially in water-stressed regions – is an important part of Amcor's sustainability commitment.

Our approach to water management entails minimizing water use, managing water discharge quality, reducing pellet pollution, and protecting local water sources.

In FY20, Amcor's total water withdrawal from all sources was 6,740,080 kiloliters (kL). Approximately 17% of this water was withdrawn in locations with High or Extremely High baseline water stress as defined by the World Resources Institute Water Risk Atlas tool. To date, we have achieved a 35% reduction in water withdrawal compared to our 2006 EnviroAction baseline.

We also track our absolute water use, which excludes surface water that is returned intact to its original source. This helps focus our water efficiency efforts where they will have the most environmental benefit. Our absolute water use in FY20 was 5,723,772 kL, approximately 20% of which was used in locations with High or Extremely High baseline water stress. Due to Amcor's acquisition of Bemis in June 2019 and the significant number of sites added to our footprint as a result, we recalculated our FY19 absolute water use to establish a new baseline for tracking progress in this area. These calculations revealed a 1.3% decrease from FY19 to FY20 across our global operations.

Amcor sites use water for a variety of purposes – in evaporative cooling towers; in manufacturing equipment; in boiler, hot water, and steam systems; and in sanitary and domestic appliances such as toilets, faucets, showers, basins, dishwashers, and ice machines. The bulk of our water use is for cooling purposes. In this area, there is a trade-off between water and energy use. If we were to use electricity for cooling rather than water, it is possible our GHG emissions would increase as a result. We favor the use of water rather than electricity for cooling because it leads to lower climate change impacts.

FY20 Total Water Withdrawal by Source (kL)

Purchase – town water:	67%
Ground water input:	16%
Surface water input:	15%
Recycled water input:	<1%
Non-process water:	1%
Other water input:	<1%

As our production requires the use of water, operational continuity relies on sufficient availability of water to meet these needs. In areas with very high water stress, Amcor sites have occasionally had to temporarily adjust their operations due to limited water availability during severe droughts.

Since each of our manufacturing sites uses water slightly differently, and because water availability and infrastructure vary drastically based on location, our global approach to water management allows individual sites to adapt to local conditions by developing Water Management Plans (WMPs).

In the process of creating a WMP, sites define the main uses of water within their facility and identify whether they are located in a region with high or extremely high water stress according to the Water Risk Atlas. From there, they outline the water management measures they plan to implement in the coming year, creating a plan to guide them toward the most appropriate management practices based on their use and location.

As part of our EnviroAction goals, all Amcor sites are required to have a WMP in place and to update it annually. In FY20, we achieved 100% compliance with our WMP goal, including developing WMPs for all newly acquired sites.

Another important way Amcor reduces our impact on water systems is by protecting the water supply from potential pollution related to our operations, such as plastic pellet pollution. In FY20, several Amcor sites completed a year-long pilot of Operation Clean Sweep (OCS) methodology to understand how Amcor can better prevent this type of pollution. Quickly into the pilot, participating sites were encouraged to find that many of Amcor's existing environmental management and safety practices already align with OCS methodology. Even so, implementing the methodology revealed additional interventions and helped standardize their implementation across sites to further reduce the likelihood of pellets entering the environment and water supply. Following the completion of this pilot in FY20, teams from participating sites are reviewing and sharing learnings in support of a broader roll-out of the OCS initiative in FY21.

Crafting Creative Solutions for Water Management

Business Group: Amcor Rigid Packaging
Location: United States

Amcor's Rigid Packaging site in Millville, New Jersey found itself facing a unique challenge in the summer of 2019, but the leadership team's creativity and know-how quickly turned it into a water conservation win.

Due to the age of the historic building, groundwater from the nearby Maurice River was leaking into the facility's basement every day. This required constant pumping to remediate the flooding and channel the water back into the river. The Plant Management and EHS teams thought outside the box and brainstormed a solution that would enable the floodwater to be re-routed for use in the site's cooling tower.

After getting approval from the New Jersey Department of Environmental Protection, the team sent samples of the river water for analysis to determine what treatment was needed to enable the river water to be used in the cooling tower. They then worked with a contractor to develop a plan for treating the water and re-routing it to the cooling tower.

The team received approval for the plan and invested in the water filters, pumps, and treatment services needed to re-route the water and put the filtration system in place. The project was implemented successfully with a return-on-investment of less than two years, significantly reducing the site's reliance on city water supplies.

Amcor's Millville facility embraces projects that reduce its footprint and is locally recognized as an environmental leader. In addition to this work, the facility was one of the sites piloting Operation Clean Sweep during FY20. The team is working to share its experiences with other Amcor sites.

Co-workers at our Millville site also enthusiastically participate in the International Coastal Cleanup each year to make sure the Maurice River stays clean and pollution-free. During the September 2019 cleanup, the Millville team of volunteers removed over 425 pounds of waste from the local community.

Reporting Progress

Amcor believes transparently reporting our sustainability performance is essential to creating accountability and driving positive outcomes.

Reporting Progress

Amcor believes transparency around our environmental and social performance is key to understanding and managing our footprint.

While some environmental data has been disclosed in previous sections of this report, this section contains a range of additional information relating to our broader environmental and social performance. This includes reporting on the safety of our Amcor colleagues, our responsible procurement activities, our alignment with the United Nations Sustainable Development Goals, our approach to attracting and engaging talent, and our strategy for fostering ethics and integrity at Amcor.

Transparency is a responsibility that Amcor takes seriously. It helps us hold ourselves to account and shows leadership in our industry. We will continue to report regularly on our environmental and social footprint.

Prioritizing Health and Safety

Protecting our co-workers, contractors, and visitors is a core value. We take care of ourselves and each other so everyone goes home safely at the end of every day.

We champion safe and responsible behavior among our co-workers to achieve our ultimate goal of zero workplace injuries. All Amcor's manufacturing, warehouse, and office sites are subject to global standards for safety and environmental management.

Amcor's key safety goals and priorities over the past year included reduction of significant and fatal injuries, fire prevention, hand safety, updating the Amcor Global Environment, Health and Safety (EHS) Standards, and global standardization of the Amcor EHS Program.

To support these safety goals and priorities, we implemented a mix of new initiatives, including a Safety Action Management System for improved incident reporting and management, an updated standardized EHS Risk Matrix, and global EHS 101 – Basic EHS Training. We also continued our emphasis on compliance with the Amcor Critical Risk Standards and Life Saving Rules, supported ongoing use of EHS Improvement Plans, and renewed our efforts to perform value-added EHS Audits against the Amcor Global EHS Standards.

Safety Management

Amcor's Global Safety Steering Committee, comprised of the Vice President of Safety and Environmental Affairs, Amcor's EHS team, and the Environment, Health, and Safety Directors from each Business Group, is responsible for monitoring company-wide safety performance and actively addressing safety focus areas. Each Business Group reports monthly to the Board of Directors on safety performance and compliance with Amcor Global EHS Standards. Additionally, a monthly Safety Flash detailing recordable cases, lost time cases, and hand injuries is distributed to Amcor leaders for all functions in each Business Group.

Across our global business, approximately 80% of workers are represented by a joint management-employee Safety Committee, which meets monthly. Focus areas for the Committees this year included training, safety milestone celebrations, machine inspections, safety communications, material handling improvements, safety culture improvements, laceration prevention, ergonomic improvements, and our Hazard Reduction program.

At the site level, leaders create local injury prevention plans and collect ideas for eliminating physical and behavioral safety risks. Employee Safety Committees are a means for a site to gain input from, provide information to, and have collaboration from its co-workers. A typical site Safety Committee is comprised of management team members along with employee representation from various departments, job functions, and shifts. The activities and agendas of these committees varies between sites.

Our co-workers can also participate in the EHS Audits program, where they are trained to conduct site safety audits across the company. Second-party site audits are conducted at each site every three years, with findings addressed in action plans.

All Amcor co-workers receive education on the Amcor Safety Policy and can access the Global EHS SharePoint site, a digital resource that contains our EHS standards, best practices, training material, and additional resources for strengthening safety at Amcor. Co-workers also receive periodic training at the site-level covering topics such as chemical exposure, ergonomics, first aid, emergency response, work-related hazards, and proper means to perform work-related tasks.

Safety Performance

Amcor uses US-OSHA criteria for the determination of work-related injuries. We measure our safety performance against two industry-standard criteria: Lost Time Injury Frequency Rate (LTIFR) and Recordable Case Frequency Rate (RCFR). On both metrics, we compare favorably with similar companies. But the only acceptable rate is zero injuries – an accomplishment recorded by 52% of our locations last year.

Lost Time Injury Frequency Rate: We measure LTIFR by calculating the number of injuries resulting in at least one full work day lost per million hours worked. In FY20, our LTIFR was 0.88, corresponding to 92 cases across our global business. No contractor LTIs were recorded.

Recordable Case Frequency Rate: RCFR is measured by calculating the number of medical treatment cases and lost time injuries per million hours worked. In FY20, our RCFR was 2.81, corresponding to 290 cases across our global business. In addition, there were eight contractor injuries that occurred on our properties. These are not included in our reported cases, as they are reported through their employers' reporting systems The most common types of injury were lacerations, fractures, and sprains/strains. We recorded two cases of work-related ill health tied to rashes reported by employees.

Work-Related Fatalities: Amcor recorded zero work-related fatalities in FY20.

Contractor Safety: We have a detailed company-wide standard mandating a common approach to contractor control, certification, and compliance.

Hazard Management

Amcor has a hazard identification, risk assessment, and risk control (HIRARC) standard that applies to all our sites. Sites apply HIRARC for all routine and non-routine activities, existing and new operations, construction and demolition work, and all co-workers, contractors, and visitors.

The application of the HIRARC process involves a team of individuals at each site who are familiar with the activity, task, project, or equipment being assessed. The team is led by a trained member of the management team, department leader, environmental health and safety (EHS) staff, supervisor, or another authorized individual.

All risks associated with identified hazards are assessed using the Amcor EHS Risk Matrix. Each risk assessment takes into consideration the likelihood of a potential risk occurring and the severity of consequence(s) resulting from occurrence of the risk. The EHS Risk Ranking generated from use of the EHS Risk Matrix identifies whether the risk is acceptable, acceptable with controls, undesirable, or unacceptable. Risk controls are identified and selected according to the hierarchy of control, with follow-up to ensure that risks have been properly addressed. Risk assessments are reviewed for accuracy every three years, or earlier if there is an incident or a change to the work environment, equipment, materials, or tasks.

Amcor sites will also periodically conduct industrial hygiene monitoring using accredited contractors to ensure co-workers are not exposed to risks such as excessive noise or levels of chemicals greater than local regulatory exposure standards. Any results of concern are addressed as appropriate, with re-testing performed as necessary. Amcor co-workers are informed and/or have access to the results of this process.

Multiple site-specific processes are available across all locations to allow co-workers to report hazards, concerns, or other issues without retaliation. Amcor co-workers understand their right to stop any equipment or task that is being performed if there is an existing or potential hazard that could harm an employee, contractor, or visitor.

All EHS incidents are investigated by a team using a formal methodology to identify the root cause and contributing causes. Any risk assessments and identification of corrective actions performed as part of the investigation follow the previously described processes.

Environmental Management

Amcor's approach to environmental management, which is informed by the Precautionary Principle as defined in the 1992 United Nations Rio Declaration, prioritizes using risk management processes to control the environmental hazards inherent in our activities. Our companywide Environment Policy supports this approach with specific environmental management requirements to help identify and address the key risks our sites may pose to their local environment.

The implementation of our environmental standards across all our sites and offices, including newly integrated sites, falls under the responsibility of our corporate EHS function. This team is also tasked with regularly reviewing environmental performance and significant environmental matters, and with rolling up site-level environmental performance metrics to share annually with Amcor's Board.

Key initiatives from this function in FY20 included:

- Adopting a revised environmental management standard as part of a systematic review to strengthen global environmental health and safety standards,
- Improving reporting of environmental incidents through the roll-out of a newly developed Safety Action Management System
- Working to increase co-worker knowledge of environmental management issues through the development of new training modules, which will be included in FY21 training efforts.

As part of our ongoing environmental management activities, all Amcor sites have an environmental management system in place (e.g. ISO 14001 or equivalent) that is appropriate for the risk associated with operations at the site, as well as the risk associated with the site's geographic location.

Separate from any relevant external audits, all sites are also required to conduct annual self-assessments following internal environmental management standards. They are audited every three years by Amcor's team of EHS auditors, while regional EHS coordinators conduct site audits at a frequency determined by the risk associated with each site.

Amcor additionally conducts a range of environmental investigations as part of our ordinary course of business. For example, environmental permitting, site redevelopment, site closure, or acquisition/divestment processes may entail such investigations. Where required, communication with environmental authorities may be part of these processes. Similarly, Amcor facilities are subject to required regulatory inspections as part of our ordinary course of business. Any findings from these inspections are resolved as part of normal operational compliance management processes.

In FY20, Amcor remained materially compliant with all environmental laws and regulations across the more than 40 countries in which we operate.

Driving Responsible Procurement

With over 37,000 suppliers around the world and around $8.5 billion in FY20 procurement spend, it's clear Amcor relies on a large and complex supply chain.

We strongly value our suppliers as key partners in ensuring the quality of our products and the smooth functioning of our operations.

But we also acknowledge such an expansive supply chain as a potential source of environmental, labor, and human rights risks. Though the packaging industry's supply chain is less susceptible to such issues than many other industries, we must remain vigilant to protect ourselves, our customers, and our communities.

Amcor's procurement function works closely with our suppliers to maintain a supply chain that is responsible, ethical, and transparent by proactively tracking and managing the environmental and social impacts of our purchasing activities. Priority focus areas in FY20 included post-consumer recycled content, bio-based materials, aluminum, and paperboard/cartonboard. Our approach to managing these impacts is described in the Innovation section of this Report. We also initiated discussions with our largest suppliers regarding the carbon footprint of our raw material purchases, with a goal of collecting better Scope 3 emissions data and, ultimately, offering materials with a lower carbon impact.

Our procurement teams engage suppliers of all sizes in our responsible procurement priorities. We categorize our suppliers as strategic, critical, core, and rest based on spend, size, and strategic importance to Amcor. We set specific targets for our strategic and critical suppliers.

All Amcor suppliers are required to comply with the principles outlined in our Supplier Code of Conduct, which covers the areas of business integrity, labor standards, occupational health, and environmental management and improvement. Our goal is for 100% of strategic and critical suppliers to sign our Supplier Code of Conduct or to demonstrate they have an equivalent internal code of conduct in place. As of FY20, approximately 93% of these suppliers representing 74% of the USD $4B total spend within their categories have achieved this benchmark.

Amcor also requests all our strategic and critical suppliers to complete assessments through the EcoVadis global supply chain sustainability rating platform. EcoVadis helps us evaluate each supplier's performance in the areas of environment, labor practices and human rights, fair business practices, and procurement sustainability. Based on a supplier's responses, our procurement and sustainability teams can assess whether additional interventions are necessary to reduce risk and, if so, correctively engage with the supplier. In FY20, we set a goal for 75% of our strategic and critical suppliers to have completed an EcoVadis assessment within the past two years. Approximately 48% of these suppliers met this goal, representing 54% of spend within those supplier categories. Engaging with suppliers to achieve increased participation rates remains a key FY21 goal across our global procurement teams.

Several Amcor Business Groups also require suppliers to answer a set of sustainability-related questions during the onboarding process. This helps our procurement teams assess and address potential environmental and social risks before we initiate a relationship with the supplier.

To ensure our procurement functions remain up to date on the latest goals and issues related to responsible procurement, our sustainability team conducts ongoing trainings for all procurement team members at or above the category manager level.

Amcor also works with customers and peers to advance responsible procurement across the industry through groups such as AIM-PROGRESS, which offers a pre-competitive environment for collaboration and brainstorming on human rights and environmental issues in the supply chain.

Aligning with Global Goals

One way Amcor benchmarks and focuses our sustainability strategy is by mapping it against external sustainability frameworks.

In addition to our alignment with Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB) frameworks, we are also aligned with several of the United Nations Sustainable Development Goals (SDGs) and their associated targets.

These goals came into effect on 1 January 2016 as part of the United Nations 2030 Agenda for Sustainable Development. Amcor's contributions to the goals that are most material to our sustainability agenda are described below.

Goal 2: Zero Hunger

There will always be a role for packaging – especially when it comes to addressing global hunger. Amcor's packaging protects and preserves food products across increasingly challenging global distribution chains. It extends shelf life and reduces food loss, avoiding leakage, breakage, and wastage so that essential foods and nutrients reach those who need them most.

Goal 3: Good Health and Well-being

In a year marked by the Covid-19 pandemic, the vital role packaging plays in protecting products became more apparent than ever. Amcor packaging has continued ensuring essential supplies arrive at their destinations safely, reliably, and uncontaminated. We take great pride in knowing that our efforts contribute directly to reducing global health risks by protecting valuable medical, pharmaceutical, and food and beverage products.

Goal 9: Industry, Innovation and Infrastructure

Amcor's sustainability strategy focuses closely on innovation and investment in R&D capabilities as we work to develop all our products to be recyclable or reusable by 2025. Our global and regional partnerships further aim to drive the development of modern, accessible waste management infrastructure in markets around the globe.

Goal 12: Responsible Consumption and Production

By designing for recyclability, reducing life cycle impacts, and increasing our use of post-consumer recycled (PCR), bio-based, and responsibly sourced materials, Amcor supports the sustainable management and efficient use of natural resources. On the production side, we continue reducing operational waste, increasing recycling, and responsibly managing the waste we produce to reduce emissions and minimize health and environmental impacts. We also promote more sustainable procurement practices up the supply chain.

Goal 13: Climate Action

Since 2008, when we established our long-term EnviroAction goals, we have been working to reduce our greenhouse gas (GHG) emissions and reduce Amcor's contribution to climate change. Our goal is to reduce GHG emissions intensity by 60% by 2030. As of the end of FY20, we had achieved a 36% reduction – approximately 60% of our way to achieving our goal.

Goal 14: Life Below Water

Amcor actively contributes to and collaborates with global partners focused on reducing marine pollution. Our work with initiatives such as the Trash Free Seas Alliance and Earthwatch Institute supports research on marine debris and drives multi-stakeholder action to reduce it.

Developing Talent

Amcor is dedicated to engaging and growing talent.

We strive to build an outperformance culture through diversity and a work environment in which every employee is valued and treated with respect. We want all employees to have the opportunity to contribute to business success and to realize their full potential. We have a strong focus on training and developing our employees to meet the needs of the business, as well as supporting their career aspirations. Providing the opportunity to grow, gain experience, and take ownership "The Amcor Way" moves us closer to realizing our Winning Aspiration.

Recruiting Top Talent

A key priority of Amcor's Human Resources function is to recruit top talent.

Our Accelerated Career Development Program, which launched in 2015, is an example of how we attract diverse, high-potential talent to our sales and marketing teams around the world. Participants in this four-year program strengthen their capabilities by working in two different locations, where they focus on training, development, global project work, and mentoring. After completing the program, participants advance to fill many commercial roles around the globe. This strengthens the succession pipeline for leadership roles at Amcor while also developing business-relevant competencies to drive growth and gain new business opportunities.

Our recruiters around the world increasingly hear from candidates who value our commitment to sustainability. We believe our ambitious goals and strong performance related to sustainability will help us continue attracting the highest-caliber candidates to help build the future of packaging.

Building Diversity

Amcor strongly values the diversity of our global workforce and we strive to achieve 'talent through diversity' across our operations. This work is supported by our Talent through Diversity Policy.

We also report progress on gender diversity annually to the Amcor Board of Directors and its Human Resources Committee. We additionally report on gender diversity at our UK sites through our publicly available UK Gender Pay Narrative.

While we continue working to provide more transparency on our diversity practices, we must also strike a careful balance with privacy legislation in certain regions of the world. In some areas, we are not authorized to collect information related to common diversity metrics such as gender, race, or age. Select regional diversity data is available in the Content Index of this report (p72). We continue reviewing ways to improve our diversity transparency practices.

Tracking Engagement

Every two years, we have historically completed a Global Engagement Survey (GES) to collect feedback from our co-workers on a range of topics and help us understand how employees feel about Amcor as a place to work. Most importantly, the feedback gives us information on how we can improve as a company.

In FY20, we postponed our planned GES due to the Covid-19 pandemic. As an alternative, we conducted a 15-question survey in which we provided the opportunity for all employees to participate. The survey contained ten questions related to engagement and five about Amcor's response to the pandemic. Reviewing the results internally helps us continue improving the way we engage with our people around the globe.

Ensuring Freedom of Association

Co-workers at manufacturing sites comprise the majority of Amcor's workforce. In FY20, 119 of our facilities recognized collective bargaining by majority representation and 115 facilities, representing approximately 22,800 co-workers, were covered by such agreements.

Training and Education

We have developed a range of training and education programs to help our people across all functions and experience levels develop. Some examples of these programs include:

Lead to Outperform: This leadership program is offered to people managers and consists of two multi-day modules combined with virtual coaching calls and peer group activities. The program supports participants in creating an outperformance culture with their teams. Participants build people manager skills and competencies and the program helps to develop Amcor's internal network.

Manufacturing Leadership Development Program: This three-year program provides development to help build Amcor Flexibles North America's pipeline of future plant general managers. Participants are typically veterans coming out of the military and transitioning to civilian life. In FY20, there were nine participants in this program.

Human Resources Webinar Sessions: A series of monthly webinars developed by HR leaders in the Asia-Pacific region to help HR co-workers learn about different topics related to Amcor's global operations. Topics include Finance for Non-Finance Employees, Employee Engagement, Operations, and Product Training. These sessions enable HR to develop improved capabilities to help grow the business.

Future Leader Program: The focus of this Amcor Specialty Cartons program is to further develop and grow existing high-potential performers within the organization to take on broader and bigger roles and responsibilities. Topics include talent development, strategy setting, business acumen, innovation, and crisis management, among other areas. By exposing participants to a variety of key stakeholders and work on highly visible projects, we create a strong leadership pipeline within the organization.

Change Management Webinar Sessions: This two-episode webinar session was developed to ensure Amcor's top leadership across the business have a good understanding of change management and how to effectively handle organizational changes. By developing knowledge about why changes happen, how to handle changes, and how to involve the team when there are changes, leaders are empowered to effectively manage change and support successful implementation of Amcor's business strategy.

Technical Skills Foundations Training: This two-day training is offered by Amcor Flexibles Europe, Middle East and Africa to all managers and co-workers who need basic knowledge about Amcor Flexibles' technical processes. Participants get an overview of the technical processes and technologies used throughout the packaging supply chain, helping them to better understand customer thinking and support customer packaging needs.

JumpStart@Amcor: This global program focuses on the various functions at Amcor to give all employees a cross-functional learning experience. The program was designed to align the organization after the 2019 acquisition of Bemis to ensure a common language and understanding globally. Participants of the webinars, which were available to all co-workers at every level, had the chance to interact directly with senior leaders to ask questions. In a follow-up survey, 99% of participants said they gained a better understanding or refreshed their ways-of-working knowledge through the program.

Training for office and salaried co-workers is managed at the Business Group level, while training for non-salaried co-workers is managed at the site level to reflect local practices. Due to differences in practices and processes between Business Groups, we do not track consolidated training data for Amcor as a whole. Training data for select Business Groups is available in the Appendix to this Report.

Fostering Ethics and Integrity

Amcor recognizes the importance of honesty, integrity, and fairness in conducting our business.

Good corporate governance and transparency are fundamental to achieving our vision of becoming the premier packaging solutions provider in every market in which we operate.

We are committed to increasing shareholder value in conjunction with fulfilling our responsibilities as a good corporate citizen. We believe that, in addition to abiding by the national laws in each country in which we operate, we must also conduct business in accordance with internationally accepted practices and procedures.

All directors, managers, and co-workers are expected to act with the utmost integrity and objectivity, striving always to enhance Amcor's reputation and performance. These core principles, which Amcor's Board of Directors and senior management are committed to upholding, are reflected in Amcor's global policies. All our public policies, including those summarized below, can be accessed in the Corporate Governance section of our website.

Anti-Bribery and Corruption Policy: This policy describes Amcor's approach to bribery and corruption, provides information and guidance to recognize and deal with related issues, and outlines the steps Amcor takes to manage associated risks.

Code of Business Conduct and Ethics: This policy, which was updated in January 2020 and subsequently reviewed and signed by all Amcor employees, provides a framework for making ethical business decisions. It is written with regard to the OECD Guidelines for Multinational Enterprises. The policy includes a set of detailed standards and guidance related to areas such as business integrity, labor practices, health and safety, legal compliance, conflicts of interest, risk management, and escalation of issues. Topics covered include non-discrimination, freedom from harassment, prohibition of child labor, and freedom of association. It is available in 23 languages in addition to English.

Fraud Prevention Policy: This policy establishes the general principles and minimum requirements for managing fraud risks across Amcor.

Modern Slavery and Human Trafficking Statement: This document describes Amcor's approach to preventing modern slavery – defined as slavery, servitude, forced labor, child labor, or human trafficking – within our businesses and supply chains. Our most recent statement was made in accordance with a resolution by the Board of Directors in February 2020.

Whistleblower Policy: This policy shares Amcor's approach to protection for and response to whistleblowers. It instructs co-workers to report wrongdoing through their direct line of management or the Amcor Whistleblower Service. This service is available online and through a dedicated, multilingual hotline available 24 hours a day via an independent third-party service provider. All complaints received are referred to Amcor's Whistleblower Committee for investigation in collaboration with the relevant Business Group or internal audit function. Outcomes from each investigation are reported to the Board but are not disclosed externally due to confidentiality protections.

Appendix

Exhibit 1: About This Report

Amcor's 2020 Sustainability Report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option and Sustainability Accounting Standards Board (SASB) Containers and Packaging Sustainability Accounting Standard version 2018-10.

This is the ninth year we have reported in accordance with GRI and the first year we are reporting using the SASB Standards.

We release a Sustainability Report annually. Our most recent report was released in November 2019. All previous Sustainability Reports may be accessed at **https://www.amcor.com/sustainability/reports.**

Scope of information: Unless otherwise specified, the disclosures in this 2020 Sustainability Report cover Amcor plc operations from 1 July 2019 – 30 June 2020 in the following countries/territories: Argentina, Australia, Belgium, Brazil, Canada, Chile, China, Colombia, Czech Republic, Denmark, Dominican Republic, Ecuador, El Salvador, Finland, France, Germany, India, Indonesia, Ireland, Italy, Kazakhstan, Malaysia, Mexico, Morocco, Netherlands, New Zealand, Peru, Philippines, Poland, Portugal, Puerto Rico, Romania, Russia, Singapore, South Africa, South Korea, Spain, Switzerland, Thailand, Trinidad & Tobago, Turkey, Ukraine, United Kingdom, United States, and Venezuela.

Restatements of information: Each year, we adjust our baseline year data for GHG emissions, waste-to-disposal, and water use to include acquired sites. If the acquired site is able to provide data back to the FY19 baseline year for energy use, waste generated, raw material consumption, and water usage, this data is added to our environmental database. If acquired sites do not have existing data when integration begins, we wait until we have 12 months of data before the sites are integrated into our reporting. We use these 12 months of data to estimate historical data back to our FY19 baseline year.

Due to the 2019 acquisition of Bemis and subsequent formation of Amcor plc, the size of our operational footprint has significantly increased. As a result, and in accordance with the GHG Protocols, we have restated our FY19 baseline year according to our new footprint. For this reason, the FY19 data disclosed in this report may be different from the FY19 data previously disclosed.

Assurance: Selected data has been assured by Ernst and Young (EY) as indicated in the GRI and SASB Content Index. See the final page of this Report for the Assurance Statement.

Contact Us: Please direct any queries regarding this Sustainability Report to **amcor.sustainability@amcor.com**. We welcome your feedback.

Exhibit 2: GRI-SASB Content Index

GRI Standard	SASB Metric	Disclosure Title	Document	Page	Disclosure or Additional Explanation	External Assurance
Section 102: General Disclosures						
102-1		Name of the organization	Annual Report	2		
102-2		Activities, brands, products, and services	Annual Report	6-7		
102-3		Location of headquarters	Annual Report	2		
102-4		Location of operations	Sustainability Report	63		
102-5		Ownership and legal form			Amcor plc (Amcor) is a publicly listed company with shares trading on the New York Stock Exchange (NYSE) under the ticker symbol "AMCR" and CHESS Depositary Interests trading on the Australian Securities Exchange (ASX) under the ticker symbol "AMC." Amcor also has Eurobonds listed on the Singapore Stock Exchange (SGX).	
102-6		Markets served	Annual Report	6		
	RT-CP-000.A	Amount of production by substrate	Sustainability Report	12	Many Amcor products are comprised of mixed substrates, which prohibits us from disclosing tonnes of production by distinct substrate. A good proxy for this metric is our purchase of raw materials, which indicates the mix and proportion of materials used annually in our products.	
	RT-CP-000.B	Percentage of production by revenue	Sustainability Report	12		
	RT-CP-000.C	Number of employees	Annual Report	6		
102-7	RT-CP-000.C	Scale of the organization	Annual Report	6		
			Form 10-K	50		
102-8		Information on employees and other workers			For Amcor plc, we had 45,223 employees and 2,663 contractors across our global business in FY20. AFAP: 7,398 AFEMEA: 14,015 AFLA: 6,381 AFNA: 7,629 ARP: 5,109 ASC: 3,894 Corporate: 797 Note: As with past years' HR disclosures, this data excludes joint ventures.	
102-9		Supply chain	Sustainability Report	57		
			Form 10-K	14, 25		
102-10		Significant changes to the organization's size, structure, ownership, or supply chain	Form 10-K	25-27		
102-11		Precautionary Principle or approach	Sustainability Report	56		
102-12		External initiatives	Sustainability Report	28-33, 38-39, 58		

GRI Standard	SASB Metric	Disclosure Title	Document	Page	Disclosure or Additional Explanation	External Assurance
Section 102: General Disclosures						
102-13		Membership of associations	Sustainability Report	80		
102-14		Statement from senior decision-maker	Annual Report	4-5		
			Sustainability Report	4		
102-15		Key impacts, risks, and opportunities	Form 10-K	10-19		
			Sustainability Report	5-7		
102-16		Values, principles, standards, and norms of behavior	Code of Conduct and Ethics Policy			
102-17		Mechanisms for advice and concerns about ethics	Code of Conduct and Ethics Policy			
			Whistleblower Policy			
102-18		Governance structure	Corporate Governance Guidelines			
102-19		Delegating authority	Delegated Authority Policy			
102-20		Executive-level responsibility for economic, environmental, and social topics	Sustainability Report	9		
102-21		Consulting stakeholders on economic, environmental, and social topics	Sustainability Report	75-76		
102-22		Composition of the highest governance body and its committees	Corporate Governance Guidelines		Summaries of the following committees may also be accessed in the Investors section of Amcor's company website: Audit Committee, Compensation Committee, Executive Committee, Nominating and Corporate Governance Committee, Whistleblower Committee.	
			Amcor company website: Amcor Board of Directors page			
102-23		Chair of the highest governance body	Amcor company website: Amcor Board of Directors page			
102-24		Process for nominating and selecting the highest governance body	Corporate Governance Guidelines			
			Nominating & Corporate Governance Committee Charter			

GRI Standard	SASB Metric	Disclosure Title	Document	Page	Disclosure or Additional Explanation	External Assurance
Section 102: General Disclosures						
102-25		Conflicts of interest	Corporate Governance Guidelines			
			Code of Conduct and Ethics Policy			
			Code of Ethics for Senior Financial Employees			
102-26		Role of highest governance body in setting purpose, values, and strategy	Corporate Governance Guidelines			
102-27		Collective knowledge of highest governance body	Corporate Governance Guidelines			
102-28		Evaluating the highest governance body's performance	Compensation Committee Charter			
			Schedule 14A	6, 25, 28-29		
			Corporate Governance Guidelines			
102-29		Identifying and managing economic, environmental, and social impacts	Sustainability Report	9, 75-76		
102-31		Review of economic, environmental, and social topics	Sustainability Report	9		
102-32		Highest governance body's role in sustainability reporting	Sustainability Report	9, 75-76		
102-33		Communicating critical concerns	Whistleblower Policy			
102-35		Remuneration policies	Form 10-K	115		
102-36		Process for determining remuneration	Compensation Committee Charter			
102-38		Annual total compensation ratio	Schedule 14A	39		
102-40		List of stakeholder groups	Sustainability Report	75		
102-41		Collective bargaining agreements	Sustainability Report	59		
102-42		Identifying and selecting stakeholders	Sustainability Report	75-76		
103-43		Approach to stakeholder engagement	Sustainability Report	75-76		
102-44		Key topics and concerns raised	Sustainability Report	76-78		

GRI Standard	SASB Metric	Disclosure Title	Document	Page	Disclosure or Additional Explanation	External Assurance
Section 102: General Disclosures						
102-45		Entities included in the consolidated financial statements	Form 10-K	104		
102-46		Defining report content and topic boundaries	Sustainability Report	63		
102-47		List of material topics	Sustainability Report	76-77		
102-48		Restatements of information	Sustainability Report	63		
102-49		Changes in reporting	Sustainability Report	63		
102-50		Reporting period	Sustainability Report	63		
102-51		Date of most recent report	Sustainability Report	63		
102-52		Reporting cycle	Sustainability Report	63		
102-53		Contact point for questions regarding the report	Sustainability Report	63		
102-54		Claims of reporting in accordance with the GRI Standards	Sustainability Report	63		
102-55		GRI Content Index	Sustainability Report	64-74		
102-56		External assurance	Sustainability Report	84		

GRI Standard	SASB Metric	Disclosure Title	Document	Page	Disclosure or Additional Explanation	External Assurance
Section 200: Economic Disclosures						
201-1		Direct economic value generated and distributed	Form 10-K	48-52; 104-107		
201-2		Financial implications and other risks and opportunities due to climate change	Form 10-K	15, 18		
201-3		Defined benefit plan obligations and other retirement plans	Form 10-K	37, 58		
205-1		Operations assessed for risks related to corruption	Form 10-K	13		

GRI Standard	SASB Metric	Disclosure Title	Document	Page	Disclosure or Additional Explanation	External Assurance
Section 300: Environmental Disclosures						
205-2		Communication and training about anti-corruption policies and procedures	Code of Conduct and Ethics Policy			
			Code of Ethics for Senior Financial Employees			
			Supplier Code of Conduct			
			Anti-Bribery and Corruption Policy			
301-1		Materials used by weight or volume	Sustainability Report	12		Yes
301-2		Recycled input materials used	Sustainability Report	13		Yes
	RT-CP-410a.1.	Renewable and recycled raw materials	Sustainability Report	13, 15	Amcor's use of recycled content and renewable resources is disclosed in the indicated pages. We do not currently use any materials that are both renewable and made from recycled content.	Yes
	RT-CP-430a.1	Wood fiber	Sustainability Report	17		Yes
	RT-CP-430a.2.	Aluminum	Sustainability Report	17		Yes
	RT-CP-410a.3	Strategies to reduce the environmental impact of packaging throughout its life cycle	Sustainability Report	5-6		
	RT-CP-410a.2	Revenue from products that are reusable, recyclable, and/or compostable	Sustainability Report	21, 23		Yes
302-1		Energy consumption within the organization	Sustainability Report	46		Yes
	RT-CP-130a.1	Energy management	Sustainability Report	46	Amcor did not self-generate any energy in FY20. SASB requests energy consumption be calculated using higher heating values (HHVs). Amcor's emissions tracking system does not currently capture whether energy reported by sites is using HHVs or LHVs (lower heating values).	Yes
303-1		Water withdrawal by source	Sustainability Report	50		Yes
	RT-CP-140a.1	Water use	Sustainability Report	50		Yes
	RT-CP-140a.2	Water management risks	Sustainability Report	50		
	RT-CP-140a.3	Incidents of non-compliance associated with water quality permits, standards, and regulations			Across our global operations, Amcor identified 10 instances of non-compliance associated with water quality in FY20. All were were noted as minor incidents with no material financial impact.	

GRI Standard	SASB Metric	Disclosure Title	Document	Page	Disclosure or Additional Explanation	External Assurance
Section 300: Environmental Disclosures						
305-1		Direct (Scope 1) GHG emissions	Sustainability Report	45-46		Yes
	RT-CP-110a.1	Gross global Scope 1 emissions and percentage covered under emissions-limiting regulations	Sustainability Report	45-46		Yes
	RT-CP-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Sustainability Report	44		
305-2		Energy indirect (Scope 2) GHG emissions	Sustainability Report	45-46		Yes
305-3		Other indirect (Scope 3) GHG emissions	Sustainability Report	45-46		Yes
305-4		GHG emissions intensity	Sustainability Report	45		Yes
305-7		NOx, SOx, and other significant air emissions	Sustainability Report	46		Yes
	RT-CP120a.1	Air quality	Sustainability Report	46		
306-2		Waste by type and disposal method	Sustainability Report	48		Yes
	RT-CP-150a.1	Amount of hazardous waste generated, percentage recycled	Sustainability Report	48	Amcor currently tracks and discloses hazardous waste, but our metrics do not yet fully align with the SASB metrics. We count all waste that is recycled as "recycled waste" (including hazardous waste that is recycled). The remaining hazardous waste that is not recycled is what we report as "hazardous waste" which is sent to proper disposal facilities. We continue to assess our data collection practices as reporting requirements and stakeholder requests evolve. In FY20, we produced 28,928 tonnes of hazardous material. Of that number, 1,702 tonnes – or 6% of total hazardous waste – were identified as hazardous liquids that were recycled. Approximately 12% of our hazardous waste generated was disposed of using waste-to-energy recovery. The remaining waste was sent to approved treatment facilities.	Yes

GRI Standard	SASB Metric	Disclosure Title	Document	Page	Disclosure or Additional Explanation	External Assurance
Section 300: Environmental Disclosures						
307-1		Non-compliance with environmental laws and regulations	Sustainability Report	56		Yes
308-1		New suppliers that were screened using environmental criteria	Sustainability Report	57		Yes
308-2		Negative environmental impacts in the supply chain and actions taken	Sustainability Report	57		

GRI Standard	SASB Metric	Disclosure Title	Document	Page	Disclosure or Additional Explanation	External Assurance
Section 400: Social Disclosures						
401-1		New employee hires and employee turnover			Total number of new employee hires: 4,389 Total rate of new employee hires: 9.7% New employee hires by Business Group: AFAP: 797; AFEMEA: 1,047; AFLA: 684; AFNA: 700; ARP: 732; ASC: 364; Corporate: 65 New employee hires by age group: Under 30 years old: 1,805; 30-50 years old: 2,113; Over 50 years old: 310 New employee hires by gender: Male: 3,290; Female: 1,031 *Note: The above hiring data excludes joint ventures. It also excludes 68 new hires whose gender is unavailable and 161 new hires whose age is unavailable. unavailable. In some areas, we are not authorized to collect information related to common diversity metrics such as gender, race, or age.* Total number of employee turnovers: 5,720 Total rate of employee turnovers: 12.7% Employee turnovers by Business Group: AFAP: 444; AFEMEA: 1,124; AFLA: 534; AFNA: 1,872; ARP: 1,467; ASC: 201; Corporate: 78 Employee turnovers by age group: Under 30 years old: 1,216; 30-50 years old: 2,764; Over 50 years old: 1,740 Employee turnovers by gender: Male: 4,337; Female: 1,378 *Note: The above turnover data excludes joint ventures. It also excludes two individuals whose gender is unavailable and one individual whose age is unavailable. In some areas, we are not authorized to collect information related to common diversity metrics such as gender, race, or age. The turnover rate was calculated using data from beginning of 1 March 2020 through 30 June 2020 and multiplied by a factor of three to calculate an annual rate.*	

GRI Standard	SASB Metric	Disclosure Title	Document	Page	Disclosure or Additional Explanation	External Assurance
Section 400: Social Disclosures						
403-1		Occupational health and safety management system	Sustainability Report	54-56	Amcor has a robust EHS Management System in place, as described in the Transparency and Reporting section of this Report. The implementation of an EHS Management System was done because it was the right thing to do to help guide and drive Amcor toward our goal of zero co-worker injuries. It was not implemented because of any legal requirements. The scope of our EHS Management System covers all co-workers, contractors, and visitors at all of our manufacturing sites, warehouses, offices, or other locations.	
403-2		Hazard identification, risk assessment, and incident investigation	Sustainability Report	54-56		
	RT-CP-250a.2	Process to identify and manage emerging materials and chemicals of concern	Sustainability Report	54-56		
403-3		Occupational health services	Sustainability Report	54-56		
403-4		Worker participation, consultation, and communication on occupational health and safety	Sustainability Report	54-56		
403-5		Worker training on occupational health and safety	Sustainability Report	54-56		
403-7		Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Sustainability Report	54-56		
403-8		Workers covered by an occupational health and safety management system	Sustainability Report	54-56		
403-9		Work-related injuries	Sustainability Report	54-56		Yes
403-10		Work-related ill health	Sustainability Report	54-56		Yes

GRI Standard	SASB Metric	Disclosure Title	Document	Page	Disclosure or Additional Explanation	External Assurance
Section 400: Social Disclosures						
404-1		Average hours of training per year per employee			Amcor does not have a central tracking system for training and development data in place, leaving it up to each Business Group to monitor this data independently. In FY20, FTEs across our global business completed an average of 18.7 hours of training and development. The average hours of training are likely higher than we report, as much of our training is undertaken at the plant level and is not captured by current tracking efforts. In FY20, >50% of all employees globally underwent training and development programs.	
404-2		Programs for upgrading employee skills and transition assistance programs	Sustainability Report	59-60		
404-3		Percentage of employees receiving regular performance and career development reviews			Amcor does not have a central tracking system for performance review data covering all employees. In FY20, we recorded 9,456 performance reviews for employees in our HR systems. We also conduct performance reviews at the site level, but these are not captured by our HR central systems and so data on the number of reviews completed is not available for this group of employees.	
405-1		Diversity of governance bodies and employees			Approximately 20% of Amcor's workforce is comprised of females. Approximately 32% of all management positions – including an estimated 34% of junior management positions, 27% of middle management positions, and 17% of top management positions – are held by females. This data excludes 1,831 co-workers for whom we do not have a recorded gender. Approximately 15% of employees are under 30 years old, 61% of employees are 30-50 years old, and 24% of employees are over 50 years old. This data excludes 1,831 employees for whom we do not have a recorded date of birth. The above metrics are based on number of full-time equivalents (FTEs) and exclude co-workers from joint ventures. In some areas, we are not authorized to collect information related to common diversity metrics such as gender, race, or age. Diversity of governance bodies can be reviewed on the Amcor Board of Directors page of the Amcor company website.	

GRI Standard	SASB Metric	Disclosure Title	Document	Page	Disclosure or Additional Explanation	External Assurance
Section 400: Social Disclosures						
407-1		Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Sustainability Report	57, 59		
408-1		Operations and suppliers at significant risk for incidents of child labor	Sustainability Report	57		
409-1		Operations and suppliers at significant risk of incidents of forced or compulsory labor	Sustainability Report	57		
			Modern Slavery and Human Trafficking Statement			
412-1		Operations that have been subject to human rights reviews or impact assessments			All Amcor co-workers are required to review and sign our Code of Conduct & Ethics Policy, which covers identification and management of human rights issues. Additionally, 69 social and ethical audits were conducted across the Amcor group during the year. The number of audits performed in any one year may fluctuate as a result of audit schedules and customer demands. The audits conducted this year are considered to cover a representative number of Amcor sites.	
413-1		Operations with local community engagement, impact assessments, and development programs			Amcor's community impact work is completed at the site level. All of our sites are active members of the communities in which they are located. Amcor sites regularly engage with and fund programs by local organizations focused on enhancing lives in their communities through mechanisms such as grants, donations, sponsorships, scholarships, and employee volunteering. We do not currently track global metrics for these engagements.	
414-1		New suppliers that were screened using social criteria	Sustainability Report	57		
414-2		Negative social impacts in the supply chain and actions taken	Sustainability Report	57		
415-1		Political contributions	Sustainability Report	41		
416-1		Assessment of the health and safety impacts of product and service categories	Sustainability Report	25		

GRI Standard	SASB Metric	Disclosure Title	Document	Page	Disclosure or Additional Explanation	External Assurance
Section 400: Social Disclosures						
416-2		Incidents of non-compliance concerning the health and safety impacts of products and services	Sustainability Report	25		Yes
	RT-CP-250a.1	Number of recalls issued, total units recalled	Sustainability Report	25		Yes
417-1		Requirements for product and service information and labeling			Amcor complies with the ISO 14000 series of environmental management standards - specifically two sections that provide guidance on making environmental claims about products or services: ISO 14020 and ISO 14021. Our sustainability experts offer guidance to colleagues and customers to ensure any environmental claims align with these standards and are supported by data that is clear, robust, and science-based.	

Exhibit 3: Materiality Assessment

Amcor values our stakeholders and regularly engages with them to determine the environmental, social, and governance topics that are most relevant and timely.

Our stakeholders are those who have a direct relationship with, or are impacted by, our business. They include our people, customers, investors, suppliers, consumers, industry bodies, governments, NGOs, regulators, local communities, and the environment.

As part of Amcor's sustainability reporting process, we complete an annual materiality assessment to update our understanding of the topics most important to our stakeholders. By proactively engaging to understand their priorities and concerns, we stay informed about the issues that are most likely to present financial, operational, and reputational risks or opportunities for Amcor, now and in the future.

Every three years, including in FY20, we conduct a full-scale materiality assessment that involves a more comprehensive combination of desktop research, interviews, and surveys to understand the perspectives and priorities of the stakeholders listed above. The quantitative and qualitative feedback from each stakeholder group is analyzed to develop the materiality matrix on the following page.

In completing this year's materiality assessment to determine the content for our 2020 Sustainability Report, we followed the Global Reporting Initiative's Principles for Defining Report Content. Our process is also aligned with the principles of the AA1000 Stakeholder Engagement Standard.

The outcomes of our materiality assessment inform the content we include in our Sustainability Report and help guide our broader sustainability strategy. The relevant sections of this Report describe how we respond operationally and strategically to the highly material topics identified through this process.

Step 1: Identification

We begin our full-scale materiality assessment by considering the following sources to identify a range of potentially material topics:

- Interviews with Amcor leadership and sustainability leaders
- Questions and concerns raised by stakeholders during the year
- Surveys of co-workers and customers
- Sustainability reports released by peers and customers
- External sustainability reporting standards (e.g. GRI, SASB)
- External sustainability rating systems (e.g. CDP, DJSI)
- Discussions and interactions on Amcor's social media channels and those of our peers and customers
- Priority focus areas identified by Amcor partners
- Public reports released by stakeholder organizations
- New and emerging legislation and policies
- Materiality assessments from previous years

Step 2: Prioritization

After compiling a list of potentially material topics, we quantitatively analyze the sources listed above to establish a threshold of materiality. Following this process, we determine a set of internal and external materiality scores that are then used to map the most highly material topics onto the materiality matrix below.

For the FY20 materiality assessment, prioritization methodology included:

- Analyzing results from customer and co-worker surveys in which participants rated the importance of each topic on a scale from 1 to 5
- Calculating the frequency of each topic's mention in Amcor leadership and investor interviews, social media discussions, and external reports from governments and NGOs
- Reviewing the frequency and weight of material topics disclosed in customer, peer, and supplier sustainability reports

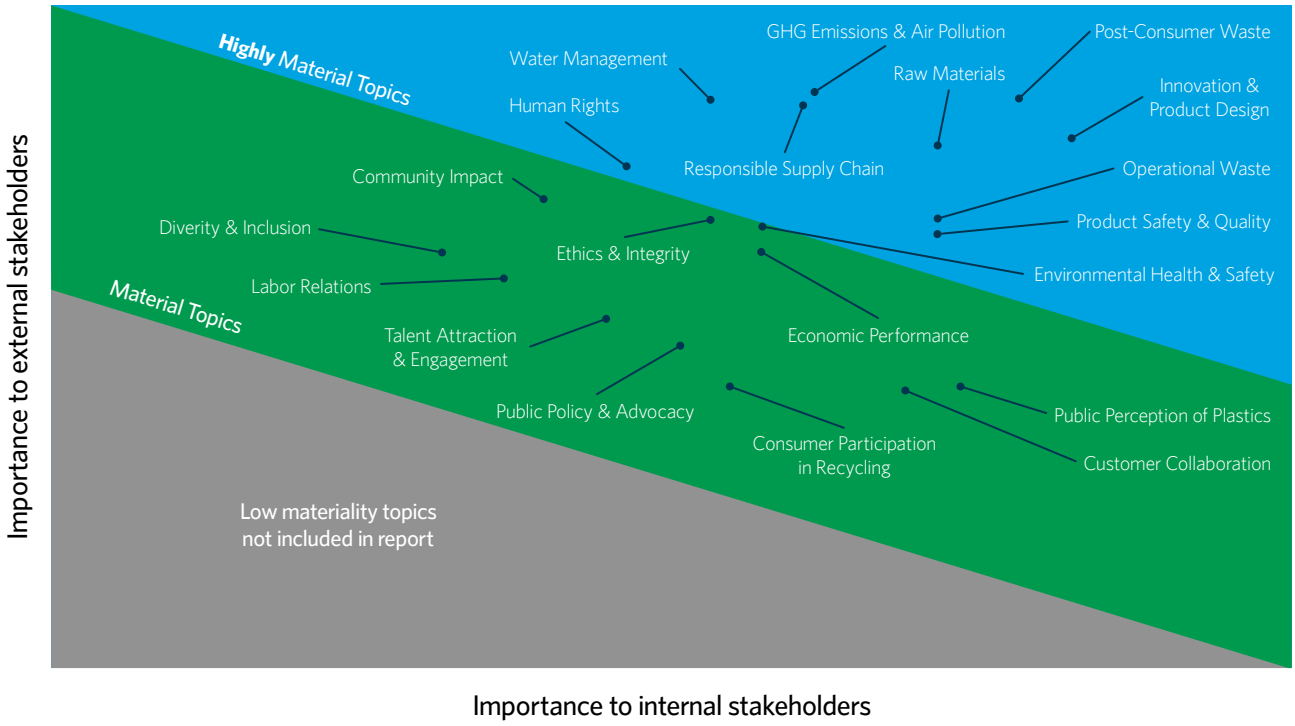
Step 3: Validation

We review the final list of topics prioritized as highly material with Amcor sustainability leaders and leadership for feedback and approval.

After the list has been approved, we map the highly material topics to the appropriate GRI Standard in accordance with GRI reporting protocol. We identify and report on the indicators within each relevant GRI Standard to ensure completeness of the Report.

The final copy of our Sustainability Report is subsequently reviewed and approved by Amcor's executive leadership team prior to public release.

2020 Materiality Assessment Outcomes



Issue	Description	GRI/SASB Disclosure
Post-Consumer Waste	Minimizing environmental contamination from post-consumer packaging by improving recyclability and helping build a more robust recycling infrastructure	SASB RT-CP-410a.3
GHG Emissions & Air Pollution	Reducing greenhouse gas (GHG) emissions and air pollution across Amcor's value chain	GRI 302 GRI 305 SASB RT-CP-103a.1 SASB RT-CP-110a.1 SASB RT-CP-110a.2 SASB RT-CP-120a.1
Innovation & Product Design	Developing innovative products with more sustainable characteristics	SASB RT-CP-410a.2
Raw Materials	Selecting raw materials that minimize environmental and social impact	GRI 301 SASB RT-CP-410a.1 SASB RT-CP-430a.1 SASB RT-CP-430a.2
Responsible Supply Chain	Minimizing the environmental and social impacts of our procurement practices and collaborating with suppliers to build demand for more sustainable materials and services	GRI 102 GRI 307 GRI 414
Water Management	Minimizing water use, managing water discharge quality, and protecting local water sources	GRI 303 SASB RT-CP-140a.1 SASB RT-CP-140a.2 SASB RT-CP-140a.3
Operational Waste	Minimizing manufacturing waste and disposing of waste in the most responsible manner	GRI 306 SASB RT-CP-150a.1
Product Safety & Quality	Ensuring the safety and quality of Amcor's products throughout the value chain	GRI 416 SASB RT-CP-250a.1
Health & Safety	Championing workplace safety to achieve our ultimate goal of zero workplace injuries and drive responsible safety behavior among our co-workers	GRI 403 SASB RT-CP-250a.2
Human Rights	Continuing to prohibit the use of child labor and forced or compulsory labor within our facilities and supply chain	GRI 408 GRI 409 GRI 412 GRI 414
Ethics & Integrity	Adhering to the highest standards of honesty and integrity and promoting a culture of ethical behavior at Amcor	GRI 205 GRI 408 GRI 409
Community Impact	Contributing to the well-being of the communities in which we operate	GRI 413
Economic Performance	Contributing to the sustainable growth of Amcor	GRI 102 GRI 201
Talent Attraction & Engagement	Attracting high-caliber co-workers and supporting their development, growth, and connection to Amcor	GRI 102 GRI 401 GRI 404
Diversity & Inclusion	Promoting and upholding diversity in the workplace and building a workforce that reflects the markets in which we operate and the makeup of society in general	GRI 405
Labor Relations	Protecting the rights of our workforce	GRI 407
Public Perception of Plastics	Improving understanding of the role and benefits of plastic packaging	N/A
Customer Collaboration	Closely partnering with customers to help them meet their responsible packaging goals	N/A
Public Policy & Advocacy	Advocating for responsible packaging policy and regulations	GRI 415
Consumer Participation in Recycling	Engaging consumers in proper end-of-life management for packaging	GRI 417

We have made several changes to our list of material topics since our FY19 Sustainability Report that are in line with discoveries made during our materiality assessment process:

- Consumer Education has been added to the list of material topics. Education, including consumer education, was previously included within the Public Perception of Plastics topic. However, as we continue learning about the critical actions needed to enable a circular economy for packaging, the importance of consumers knowing how to properly recycle, compost, reuse, or otherwise dispose of packaging cannot be understated. This is a key focus of several of Amcor's sustainability partnerships and will continue to grow in importance as more recyclable packaging products enter the market.
- Community Impact has been added to the list of material topics. Many customers identify community impact as a material topic and are increasingly focused on their suppliers' social impacts and community benefit activities. This topic has also been identified as material by several of Amcor's industry peers.
- Customer Collaboration has been added to the list of material topics. As customer goals for responsible packaging advance, Amcor continues to play an even more collaborative role with customers as an advisor and partner in long-term innovation.
- Human Rights and Labor Relations have been split into two separate categories, following industry best practices for social impact disclosures. All of Amcor's peers and customers have made similar distinctions in their materiality assessments.

Exhibit 4: GHG Emissions Calculations

For Scope 1, 2 and 3 emissions, CO_2 is the predominant gas included in the calculation as it is from combustion of fuels, but emissions factors may include small amounts of CH4 and N_2O. We do not report biogenic CO_2 emissions separately from the gross direct (Scope 1) GHG Emissions.

Scope 1 and 2 GHG emissions are calculated based on the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition). Global Scope 1 emission factors for fuel combustion are based on the WRI GHG protocol; Australian emissions factors are based on the National Greenhouse Accounts Factors 2019. Other Scope 1 emission factors are estimated assuming complete chemical reactions.

Scope 2 emission factors for most countries are sourced from the International Energy Agency (2019) Emission Factors. For Australia, Scope 2 emissions factors are sourced from the National Greenhouse Accounts Factors 2019 at a state level. For the U.S., Scope 2 emission factors are sourced from the EPA eGRID2018 tool at a regional grid level. Scope 2 GHG emissions are calculated based on the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition). Note: The Scope 2 data shared in this report reflects market-based Scope 2 emissions, which we use to calculate our EnviroAction results. Using location-based Scope 2 emissions, our FY20 Scope 2 emissions would be 1,509,485 tonnes CO_2e and total FY20 absolute GHG emissions would be 11,996,148 tonnes CO_2e.

Material categories for Scope 3 greenhouse gas emissions reporting are determined using the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard. Our Scope 3 emissions are estimated using information from our suppliers, consultants, and conversion factors sourced from publicly available databases contained within our life cycle analysis software.

Amcor calculates Scope 3 GHG emissions in accordance with the GHG Protocol: Corporate Value Chain (Scope 3) Accounting and Reporting Standard. Scope 3 GHG emissions are defined as all other indirect emissions that occur in a company's value chain.

The GHG Protocol Standard includes 15 categories of Scope 3 GHG emissions that organizations are required to report. Amcor has assessed each of the categories and reports on the following Scope 3 GHG emission categories:

- Purchased goods and services
- Fuel and energy-related activities
- Upstream transportation and distribution
- Waste generated in operations

The following categories have been assessed as either immaterial in regard to emissions calculations, not applicable to our business, or not currently being quantifiable with a robust methodology. The latter constraint applies mainly to downstream emission and emission savings (such as use of sold products):

- Capital goods
- Business travel
- Employee commuting
- Upstream leased assets
- Processing of sold products
- Downstream transportation and distribution
- Use of sold products
- End-of-life treatment of sold products
- Downstream leased assets
- Franchises
- Investments

Emissions are consolidated from entities over which Amcor has operational control. We are impacted by carbon tax and emissions trading schemes around the world, such as the Climate Change Agreements program in the UK and the official environmental programs in Switzerland. We also pay carbon taxes in any countries where they are applicable. We do not use emission offsets to meet our reduction targets, as we prefer to use financial and personal resources to directly reduce our own emissions.

Exhibit 5: List of Memberships

Organization	Membership Status	Geographic Reach
4evergreen Fiber-based packaging value chain stakeholders focused in design for recycling and increasing fiber-based packaging in a circular economy	Member, Member of Steering Committee	Europe
ABIPET Brazilian PET industry association	Associate	Brazil
ABIPLAST Brazilian plastic industry association	Member	Brazil
ABRE Brazilian packaging association	Member	Brazil
Acoplasticos Association of Colombian companies in the plastics industry	Member	Colombia
AIM-Progress Forum of manufacturing companies to promote responsible sourcing practices	Member	Global
Aluminium Stewardship Initiative (ASI) Global, multi-stakeholder, non-profit standards setting and certification organization for the aluminum value chain	Member	Global
American Beverage Association (ABA) Organization representing America's non-alcoholic beverage manufacturers	Member	USA
American Society for Quality Global membership organization providing training, professional certifications, and knowledge to the quality community	Member	USA
ANIPAC Mexican Plastic Industry Association	Member	Mexico
APIGRAF Associação Portuguesa das Indústrias Gráficas e Transformadoras do Papel	Member	Portugal
Apiplast Peruvian plastic industry association	Member	Peru
ASEPLAS Ecuadorian plastic industry association	Member	Ecuador
Association of Plastics Recyclers (APR) Trade association of plastic recyclers	Affiliate member Representative on the technical committee	USA
Australian Packaging Covenant Organization that partners with government and industry to reduce the harmful impact of packaging on the Australian environment	Member	Australia
AVIPLA Venezuelan plastic industry association	Member Director	Venezuela

Note: This list was revised on 1 December 2020 to include several additional memberships not present on the list as originally published.

Organization	Membership Status	Geographic Reach
Bombay Chamber of Commerce & Industry Non-profit focused on development in Bombay	Member	India
British Plastics Federation Plastics and Flexible Packaging Group Industry association	Member	UK
CAIP Argentinian plastic industry association	Member 2018 Director	Argentina
CAVENVASE Venezuelan packaging industry association	Member Director	Venezuela
CEFLEX Consortium of flexible packaging value chain stakeholders working to increase recycling of flexible packaging	Member Chair of Steering Committee	Europe
CENEM Chilean packaging industry association	Member	Chile
China Association for Medical Devices Industry National industry association in China's medical device industry	Member	China
China Canned Food Association – Committee of High Barrier Flexible Packaging National industry association in China's canning industry	Member	China
China Meat Association – Professional Committee of Packaging National industry association in China's meat industry	Standing Council Member	China
China National Pharmaceutical Packaging Association Membership association focused on technical exchanges, legal research, and establishing industry regulations and standards	Standing Council Member	China
China Oral Care Industry Association National industry association in China's oral care industry	Council Member	China
China Plastics Processing Industry Association – Professional Committee of Laminated Film Industry organization of China's plastics processing industry	Council Member	China
Confederation of Indian Industry Industry group focused on creating an environment conducive to the development of India	Member	India
Crop Protection Industry Association National industry association in China's chemical industry	Member	China
China Dairy Industry Association National industry association in China's dairy industry	Member	China
Ecoplas Argentinean professional organization focused on plastics and the environment	Member 2019 Director	Argentina
EFE Flexible packaging Spain	Member, President	Spain
Elipso Professional association representing plastic and flexible packaging manufacturers in France	Member	France

Organization	Membership Status	Geographic Reach
Ellen MacArthur Foundation - New Plastics Economy Initiative to build momentum for circular economy	Core Member Leadership role in Project Barrier (recycling of flexible packaging)	Global
Essenscia Belgische federatie van de chemische industrie en life sciences	Member	Belgium
European Aluminium Foil Association (Alufoil)/Flexible Packaging Europe Sustainability Working Groups Association of companies engaged in alufoil rolling and rewinding	Member Chair of Flexible Packaging Europe Chair of Sustainability Committee	Europe
European Carton Makers Association Carton industry business association	Member	Europe
European Organization for Packaging and the Environment (EUROPEN) Industry organization presenting the opinion of the packaging supply chain in Europe on packaging and the environment	Member	Europe
Federation of India Export Organisations Non-profit group of Indian organizations engaged in export promotion	Member	India
Fedexpor Ecuadorian federation of exporters	Member	Ecuador
Flexible Packaging Association (FPA) Association of manufacturers of flexible packaging and material or equipment suppliers to the industry	Member	USA
German Aluminium Association/ Gesamtverband der aluminiumindustrie Association of aluminum companies that produce raw aluminum or aluminum products	Member	Germany
German Aluminium Packaging Recycling Association (DAVR) Association promoting and advocating recycling of aluminum packaging in Germany	Board Member	Germany
Graphispack National association of graph, pack & retail	Member	Spain
Healthcare Compliance Packaging Council Not-for-profit trade association to promote benefits of unit dose packaging	Member	USA
Healthcare Plastics Recycling Council Member organization focused on projects to boost plastics recycling in clinical settings of hospitals	Member	USA
Igora Interest group for the collection and recycling of aluminum-based packaging	Board Member	Switzerland
International Packaging Institute (IPI) Competence center for packaging	Member	Global
International Society of Beverage Technologists (ISBT) Society of beverage industry professionals driving beverage industry standards	Member	Global
IVLV Industry Association for Food Technology and Packaging	Board Member	Germany

Organization	Membership Status	Geographic Reach
Materials Recovery for the Future (MRFF) Collaboration of companies committed to advancing recycling of flexible packaging	Steering Committee Member	USA
National Association for PET Container Resources (NAPCOR) Trade association for PET plastic packaging industry	Member	USA
Packaging Council of New Zealand Packaging industry group	Member	New Zealand
Packaging Family Packaging industry group	Member	China
Packaging SA Packaging Council of South Africa	Member	South Africa
Plastics Industry Association Membership association representing every segment of plastics supply chain	Member	Global
Plastics Pacts National initiatives focused on local implementation of the New Plastics Economy Global Commitment	Member	Australia/New Zealand, Chile, South Africa, United States
Plastics Recycling Corporation of California California-based organization focused on increasing recycling rates and ensuring stable end-use markets for plastic PET beverage containers	Member Chair	USA
Plastivida Brazilian plastic industry association to promote benefits of plastics	Member	Brazil
Positive Organizations Consortium Learning and networking cooperative at the University of Michigan, designed to enhance business effectiveness and sustainability of positive organizational change	Member	Global
Product Sustainability Roundtable Network of sustainability leaders focused on product sustainability	Member	Global
Provincial Pharmaceutical Packaging Association Industry-based, non-profit social organization focused on pharmaceutical packaging and accessories	Council Member	China
Reciduca Non-profit organization with a mission to support young people to finish their secondary studies, expand employment opportunities, and promote environmental care	Founding Member	Argentina
RecyClass RecyClass is an initiative aiming to help the plastics value chain find the correct way to approach and evaluate the design for recycling of packaging products, with the goal of improving their recyclability	Platinum Member, Advisory Board Member	Europe
Rede de Cooperação para os plásticos Brazilian plastic industry association to promote plastic recycling	Member	Brazil
Smithers PIRA Packaging, paper, and print industry supply chains research group	Member	Global
SNI National society of the Peruvian manufacturing industry	Member	Peru

Organization	Membership Status	Geographic Reach
Sterilization Packaging Manufacturers Council (SPMC) Body developing test methods and guidance documents for flexible sterilization packaging of medical devices	Member	USA
Sustainable Packaging Coalition (SPC) Industry working group dedicated to a more robust environmental vision for packaging	Member	USA., Europe
The Packaging Forum Member-based organization working to make all packaging in New Zealand reusable, recyclable, or compostable by 2025	Member	New Zealand
The Recycling Partnership Group of organizations focused on increasing access to curbside recycling and improving participation in recycling programs	Member	USA
Trash Free Seas Alliance (TFSA) Ocean Conservancy's group for industry, science, and conservation leaders who share a common goal for a healthy ocean free of trash	Member	Global

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Exhibit 6: Statement of Assurance

Our Conclusion:

We were engaged by Amcor Limited ('Amcor') to undertake 'limited assurance' as defined by Australian Auditing Standards, hereafter referred to as a 'review', over the Selected Performance Data ('What our review covered') detailed below for the year ended 30 June 2020 presented in Amcor Limited's 2020 GRI Report ('the Report'). Based on our review, nothing came to our attention that caused us to believe that the Selected Performance Data detailed below has not been prepared and presented fairly, in all material respects, in accordance with the criteria defined below.

What our review covered

We reviewed the following Selected Performance Data, as shown in the table below presented in the Report.

Selected Performance Data	GRI Ref	SASB Ref
Energy & Greenhouse Gas Emissions	GRI 302, GRI 305	RT-CP-130a, RT-CP-110a
Environmental Compliance	GRI 307	n/a
Health & Safety Performance	GRI 403	n/a
Product Responsibility	GRI 416	RT-CP-250a
% volume purchased from suppliers compliant with company sourcing policy	GRI 308	n/a
% production volume manufactured in site certified to intl. food safety standards	GRI 416	n/a
Waste Generation & Recycling Data	GRI 306	RT-CP-150a
Water Consumed and Used	GRI 303	RT-CP-140a
Raw material renewable and recycled content, wood fibre and aluminium	GRI 301	RT-CP-410a

Our review did not include management's forward-looking statements.

Criteria applied by Amcor

In preparing the Selected Performance Data, Amcor applied:

- The Global Reporting Initiative (GRI) indicator protocols
- The Sustainability Accounting Standards Board (SASB) standards
- Amcor Limited's reported criteria detailed in the Report.

Key responsibilities

Our responsibility and independence

Our responsibility was to express a conclusion on the Selected Performance Data based on our review.

We were also responsible for maintaining our independence and confirm that we have met the independence requirements of the *APES 110 Code of Ethics for Professional Accountants* and have the required competencies and experience to conduct this assurance engagement.

Amcor's responsibility

Amcor management ("management") was responsible for selecting the Criteria, and preparing and fairly presenting the Selected Performance Data in accordance with that Criteria. This responsibility includes establishing and maintaining internal controls, adequate records and making estimates that are reasonable in the circumstances.

Our approach to conducting the review

We conducted this review in accordance with the International Federation of Accountants' *International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* ('ISAE 3000') and the terms of reference for this engagement as agreed with Amcor on 9 April 2018.

Summary of review procedures performed

A review consists of making enquiries, primarily of persons responsible for preparing the Selected Performance Data and related information, and applying analytical and other review procedures.

Our procedures included, but were not limited to:

- Conducting interviews with personnel to understand the business and reporting process as well as processes for collecting, collating and reporting the Selected Performance Data during the reporting period
- Reviewing evidence to support key disclosures associated with the Selected Performance Data
- Undertaking data analytics to check the reasonableness of the data supporting the Selected Performance Data
- Conducting detailed testing of underlying source information on a sample basis to check completeness and accuracy of the Selected Performance Data
- Performing recalculations of Selected Performance Data to confirm quantities stated were replicable
- Identifying and testing assumptions supporting the Selected Performance Data
- Reviewing the appropriateness of presentation of the Selected Performance Data.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Terence Jeyaretnam FIEAust
Partner
10 November 2020

Ernst & Young
Melbourne, Australia

Limited Assurance

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

While we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

Use of our Assurance Statement

We disclaim any assumption of responsibility for any reliance on this assurance statement to any persons other than management and the Directors of Amcor, or for any purpose other than that for which it was prepared. You may not disclose this assurance statement externally without our prior written consent.

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